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KEEPING THE FIRE BURNING: A QUALITATIVE STUDY OF INTERGENERATIONAL STRATEGIES FOR FAMILY BUSINESS SUSTAINABILITY IN AN ERA OF DISRUPTION

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ABSTRACT
This study contributes to family business literature by (1) empirically integrating Sustainable Family Business Theory (SFBT) and Transgenerational Entrepreneurship (TE) in an Indonesian small-manufacturer context, and (2) identifying concrete intergenerational mechanisms (value-anchored digital adoption, bilateral knowledge exchange, and structured role sharing) that enable long-term resilience in the era of disruption. Practically, the findings offer replicable strategies for family firms seeking to combine heritage preservation with digital market expansion. Data were collected through in-depth interviews, participant observation, and documentation. This multi-method approach enabled a comprehensive understanding of the socio-cultural dynamics within the business. The results indicate that intergenerational dialogue, shared learning, and structural flexibility are important elements in sustainability strategies. These findings provide theoretical contributions to the study of family businesses and offer practical guidance for family business owners in facing the challenges of the era of disruption.

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INTRODUCTIONS

Family businesses are a vital pillar of the global and national economy. In Indonesia, more than 90% of business entities are controlled by families, contributing significantly to job creation and Gross Domestic Product (Wahyono et al., 2022). However, the biggest challenge for family businesses is not only surviving amidst market competition, but also maintaining continuity across generations. Facts show that only around 30% of family businesses successfully transition to the second generation, and less than 12% survive to the third generation (Le Breton-Miller & Miller, 2006).

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The challenges of family business sustainability are increasingly complex in this era of disruption. The development of digital technology, changes in workforce demographics, and rapid market dynamics demand high flexibility and adaptability from business actors. In this context, an urgent need arises for intergenerational strategies that can bridge the differences in perspectives, values, and approaches between the founding and succeeding generations. Without this strategy, intergenerational conflict, misalignment of visions, and resistance to change can threaten business continuity. Recent literature highlights the importance of value synergy, cross-generational learning, and flexible organizational structures as key factors for sustainability (Capolupo et al., 2023). Intergenerational strategies encompass not only leadership succession but also value inheritance, role sharing, and adaptation to new technologies. A collaborative approach between older and younger generations in managing innovation and change is considered capable of creating long-term business resilience (Gómez-Mejía et al., 2024).

In era of disruption refers to a period characterized by accelerated technological transformation, digital market expansion, and shifting consumer behavior that challenge the conventional operation of family-owned enterprises (Yan & Yu, 2021). The rise of e-commerce platforms, social-media-based marketing, and mobile payment systems has altered how small and medium-sized enterprises interact with their customers and manage their supply chains. At the same time, changes in consumer preferences toward convenience, product differentiation, and branding have forced traditional producers to adopt more flexible strategies. Rapid mechanization, automation in production, and the increasing role of younger generations who are more digitally literate have further intensified this disruption. For many long-standing family firms, including those in Indonesia’s food-processing sector, these developments have created both threats and opportunities: while legacy systems risk becoming obsolete, innovation and digital engagement open new avenues for survival and growth. Understanding how families navigate these shifts through intergenerational collaboration, technological adaptation, and the transmission of enduring values is therefore essential for explaining how family businesses sustain themselves amid disruptive change (Siregar, 2024).

UD. Sami Asri Tulungagung, is a representative example of a family business that has survived two generations and continues to adapt to changing times. This case is interesting to study to understand how intergenerational strategies are implemented in practice and how family business owners strive to maintain the “fire in the hearth” a metaphor for the spirit, values, and legacy of the business that are continuously maintained and renewed from generation to generation.

This research explores the intergenerational strategies implemented at UD. Sami Asri to maintain the family business’s sustainability. The primary focus is directed at three important aspects: how the founding and succeeding generations build synergistic working relationships through the inheritance of values, role allocation, and family communication; how the transfer of knowledge and experience occurs across generations; and how the succeeding generation introduces innovation and adaptive strategies to address the challenges of the disruptive era. Through this focus, this research is expected to provide a deeper understanding of the practical practice of family business sustainability, which depends not only on leadership succession but also on active intergenerational collaboration in building long-term resilience Thus, the purpose of this study is to explore intergenerational strategies used to maintain the sustainability of family businesses in the era of disruption, using a qualitative approach based on a case study at UD. Sami Asri Tulungagung. This study aims to understand in-depth the practices implemented between generations in maintaining the sustainability of family businesses in the era of disruption.

LITERATURE REVIEW

Sustainable Family Business Theory (SFBT)

Sustainable Family Business Theory (SFBT) was developed by Danes & Stafford (2011) and emphasizes the importance of intergenerational continuity in family businesses. SFBT posits that the sustainability of a family business depends on the family’s ability to create synergy among members of different generations, particularly in

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terms of values, communication, and strategic roles. SFBT emphasizes that intergenerational conflict can be minimized through the formation of shared values and a collective vision for the family business. SFBT emphasizes the importance of a synergistic relationship between the family system and the business system. An imbalance between the two can lead to conflict that threatens business continuity. Therefore, open communication, clear role allocation, and the transfer of core values are crucial for maintaining continuity.

Recent research by Kidwell et al. (2024) confirms the relevance of SFBT in the era of disruption, adding elements of resilience and innovation as sustainability indicators. They argue that families that are able to combine traditional values with strategic innovation are more likely to survive amidst rapid and uncertain change. SFBT also received support from a study Mariani et al. (2023) which showed that transgenerational success depends on the family's dynamic capabilities, namely the ability to continue learning, adapting, and innovating while maintaining the family's identity.

Intergenerational Social Capital Theory

Intergenerational Social Capital Theory (ISCT) emphasizes the value of trust networks and interpersonal connections among family members across generations. This social capital influences the effectiveness of communication, coordination, and goal alignment between generations Le Breton-Miller & Miller (2006). In this context, the process of transmitting values and work culture is crucial for smooth generational transitions and ensuring organizational stability. Intergenerational social capital creates intergenerational trust a form of trust between the founding and succeeding generations that enables the exchange of information, experiences, and values that form the foundation of business sustainability. This social capital also facilitates more flexible role allocation, inclusive decision-making, and increased family cohesion (Arregle et al., 2021).

According to a recent study by Acciarini et al. (2023), family businesses with high intergenerational social capital tend to be more resilient to changes in the external environment because they are able to maintain internal solidarity while adapting to innovation. This research also highlights that the success of succession and innovation is often determined not by the formal structure of the organization, but by the depth of social relationships between generations.

Adaptive Strategic Management

Adaptive Strategic Management (ASM) refers to an organization's capacity to flexibly adjust its strategic direction in response to environmental uncertainty. In the context of family businesses, this approach is particularly important given the challenges faced not only from the market and technology, but also from internal dynamics such as intergenerational conflict and succession processes.

This concept was originally developed by Zahra et al. (2004), introducing the idea of strategic flexibility within family businesses, namely the ability to respond to external dynamics without losing the company's internal identity. In an era of disruption, this strategy is increasingly relevant due to rapid technological and market changes. This flexibility is reflected in openness to innovation, acceptance of the role of younger generations, and the courage to transform business models.

Recent research by Aldrich et al. (2023), expands this perspective by adding the dimensions of digitalization and open innovation as crucial elements of family business adaptive strategies. They found that family businesses that are able to build an organizational culture open to new ideas from younger generations and external ecosystems (such as digital partners and startups) tend to be more resilient in the face of disruption.

Furthermore, Leppäaho & Ritala (2022) emphasize the importance of "strategic ambidexterity" in family businesses the ability to exploit existing resources while simultaneously exploring new opportunities. In practice, this means the founding generation maintains the stability and legacy of the business, while the succeeding generation

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drives change and innovation.

Transgenerational Entrepreneurship

Transgenerational Entrepreneurship (TE), as proposed by Iyigun (2021), the concept of transgenerational entrepreneurship (TE) focuses on sustainable value creation through innovation, risk-taking, and intergenerational knowledge transfer. This model encourages the active involvement of the next generation not only as heirs but also as key drivers in creating and maintaining the family business's competitive advantage. Unlike traditional succession concepts that emphasize leadership transfer, TE emphasizes the importance of the transfer of entrepreneurial spirit, intergenerational learning, and adaptive strategies to address business environment disruptions. In practice, TE encourages the younger generation not to simply "inherit" but to become agents of change while honoring the family legacy.

Recent research by Belling et al. (2021) confirms that family firms that successfully implement TE demonstrate greater resilience during times of crisis (e.g., the COVID-19 pandemic). This occurs because they have the capacity to combine past experiences with present-day innovations through intergenerational synergy.

Teori Stewardship

Stewardship Theory (ST), introduced by Davis et al. (1997) explain that stewardship theory in the context of family businesses emphasizes loyalty, trust, and a sense of responsibility as the primary drivers of family members' behavior in managing the business. Stewardship enables harmonious collaboration between generations because each family member feels ownership and responsibility for the success of the shared business. Using these various theories, this research's analytical framework is built to understand how intergenerational strategies are implemented in family business practices and how these strategies help companies survive in an era of disruption.

The analytical framework integrates Sustainable Family Business Theory (SFBT), Intergenerational Social Capital Theory (ISCT), Transgenerational Entrepreneurship (TE), and Adaptive Strategic Management. Empirically, SFBT is used to examine value continuity and role allocation. ISCT to assess trust and network strength across family members, TE to identify entrepreneurial initiatives initiated by younger generations, and Adaptive Strategic Management to evaluate how the firm balances exploitation of legacy resources with exploration of digital opportunities. These lenses will guide thematic coding and interpretation of interview and observational data.

METHODS

Research Approach and Design

This research uses a qualitative approach with a single case study method to deeply understand the dynamics of intergenerational strategies in maintaining family business sustainability amidst the era of disruption. A qualitative approach was chosen because it is able to capture the meanings, values, and social interactions that occur naturally within a family business environment (Creswell & Poth, 2016). The case study method was used to contextually explore the practices of value inheritance, role division, and strategic adaptation between generations within a single business unit, UD. Sami Asri Tulungagung. This approach allows for a comprehensive understanding of a complex and situational phenomenon, while also providing an empirical picture of how social processes shape intergenerational sustainability strategies.

Research Location and Subjects

The research was conducted at UD. Sami Asri, a family business engaged in the production and distribution of beef skin crackers in Tulungagung Regency, East Java. This location was chosen because it is characterized by a

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multi-generational family business that has survived for more than two decades and demonstrated adaptability to market and technological changes.

The research subjects consisted of seven key informants, purposive sampling targeted informants who (1) were family members directly involved in daily operations or strategic decision-making, (2) had at least five years of experience in the business, and (3) represented different generational cohorts (founder, successor, and younger family members). Snowball sampling was subsequently used by asking primary informants to recommend other family members or long-term employees who could provide complementary perspectives.

Data Collection Techniques

Data were obtained through three main techniques: in-depth interviews, conducted semi-structured with all informants to explore personal experiences, perspectives, and values passed down through generations. Questions focused on the inheritance of values, role distribution, knowledge transfer, and strategies for adapting to market changes. Participatory observation was conducted by observing production activities and family interactions in the daily work context. This observation aimed to capture social dynamics and actual behaviors that are not always revealed through interviews. Documentation, including the collection of production records, photos of business activities, internal family archives, and relevant company social media content, was used as supporting data to strengthen the findings and provide visual context for organizational cultural practices.

Data Analysis Technique

Data were analyzed using the interactive model proposed by Miles (1994), which includes three main stages: data reduction, namely the process of sorting and simplifying interview, observation, and documentation data to identify important patterns relevant to the research focus. Data presentation, in which the reduced data is organized into a thematic narrative to systematically demonstrate relationships between concepts, is performed. Conclusions are drawn and verified by interpreting the meaning behind the data and linking it to theoretical frameworks such as Sustainable Family Business Theory, Intergenerational Social Capital, and Transgenerational Entrepreneurship. Furthermore, thematic analysis, modeled after Braun & Clarke (2006) was applied to identify key emerging themes: (1) value inheritance and family cohesion, (2) knowledge transfer and tacit learning, (3) two-way learning and innovation among the next generation, and (4) the synergy of traditional values with technological adaptation. The results of the analysis are presented in the form of a narrative description depicting the social, symbolic, and emotional processes involved in family business sustainability strategies.

Data Validity

The validity and dependability of the research were maintained through the application of source and method triangulation. Source triangulation was conducted by comparing information from various informants (founders, the next generation, and other family members), while method triangulation was conducted by combining interviews, observations, and documentation. Furthermore, member checking was performed to ensure that the researchers' interpretations aligned with the informants' actual experiences. The researcher also compiled an audit trail consisting of research process notes, interview transcripts, and field photographs to ensure transparency and traceability of the research results. This entire process was carried out to ensure that the resulting interpretations were credible, consistent, and representative of the empirical context of UD. Sami Asri, as a case study of a cross-generational family business.

RESULTS

This study comprehensively describes how intergenerational strategies are implemented at UD. Sami Asri

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Tulungagung, to maintain the sustainability of family businesses amidst the era of disruption. Based on data obtained through in-depth interviews, observations, and documentation, five key aspects were identified as being at the core of the intergenerational sustainability strategy: the inheritance of family values and cohesion, knowledge transfer and preservation of tacit knowledge, two-way learning and innovation for the next generation, the synergy of traditional values with technological adaptation, and the strengthening of family social capital.

1. The inheritance of family values and cohesion is the main foundation for maintaining business sustainability.

   Core values such as honesty, discipline, responsibility, and collectivism were instilled by the founding generation and have been consistently upheld by subsequent generations. These values serve as behavioral guidelines and work principles that foster a sense of ownership in the family business. Strong family cohesion is reflected in open communication patterns, a willingness to discuss decision-making, and a shared commitment to upholding the business's reputation. This demonstrates that family values are a key pillar in building loyalty and fidelity to the business across generations.
2. Knowledge transfer and the preservation of tacit knowledge occur naturally through experiential learning.

   The next generation acquires production and managerial skills by being directly involved in daily business activities. This learning process enables the transfer of technical knowledge, such as raw material selection and product processing, while also instilling the values of hard work and responsibility. This practice-based knowledge transfer not only preserves product quality but also safeguards the business's identity and character, which were established at its inception.
3. Two-way learning and innovation by the next generation serve as forms of adaptation that strengthen business sustainability.

   The younger generation not only absorbs knowledge from their predecessors but also plays an active role in introducing new ideas relevant to current developments. They implement innovations in marketing, packaging design, and distribution strategies through the use of digital technology. These innovations maintain the values and distinctive characteristics of products inherited from previous generations. The complementary interaction between the experiences of the founding generation and the creativity of the succeeding generation creates a productive and sustainable two-way learning environment.
4. The synergy between traditional values and technological adaptation is a key strength in maintaining business competitiveness.

   UD. Sami Asri, is able to maintain traditional quality standards while leveraging technology to increase efficiency and market reach. The use of modern production equipment and the use of digital media for promotion demonstrate the family's ability to integrate traditional values with new innovations. This strategy reflects the balance between preserving business culture and openness to change, which is key in facing the challenges of the era of disruption.
5. Social capital and emotional sustainability play a vital role in maintaining the stability and resilience of family businesses.

   Relationships between family members are built on trust, openness, and a sense of shared responsibility. Intensive communication and emotional support between generations create a harmonious and collaborative work environment. This social capital strengthens the motivation and loyalty of family members to continue the business and face challenges together in a solid manner.

Overall, the research results show that the intergenerational strategy at UD. Sami Asri, is rooted in a balance between traditional values, cross-generational knowledge transfer, adaptive innovation, and the strength of family social capital. Although the findings of this study reveal minimal intergenerational conflict within UD. Sami Asri, the absence of overt tension should not be interpreted as a universal indicator of harmony in all family businesses. Instead, this condition may reflect several contextual and cultural factors that shape family interactions in small Indonesian

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enterprises. The strong influence of collectivist values and filial piety typical of Javanese family structures tends to discourage open confrontation and prioritize relational harmony, consistent with the stewardship perspective that emphasizes loyalty and moral obligation over individual autonomy. Furthermore, the firm's modest organizational size and centralized decision-making structure may limit opportunities for structural conflict, as strategic and operational authority remains concentrated within a trusted family core.

From the lens of Intergenerational Social Capital Theory, the dense network of trust and affective bonds between generations may function as a "buffer" preventing minor disagreements from escalating into formal disputes. However, this cohesion could also conceal latent tensions that remain unspoken due to cultural restraint, implying that harmony might coexist with suppressed dissent. Thus, while the absence of explicit conflict contributes to business stability, it also raises critical questions about whether such harmony can endure as the firm grows or incorporates non-family professionals. Future research should therefore investigate how cultural expectations, power asymmetry, and emotional regulation jointly influence the emergence or suppression of intergenerational conflict in family firms. UD. Sami Asri, has not only succeeded in maintaining its existence but has also been able to transform without losing the identity and legacy of values built by the founding generation.

DISCUSSION

Value Inheritance and Family Cohesion from a Stewardship Theory Perspective

Interview results indicate that UD. Sami Asri's, aspirations are deeply rooted in family values inherited from the first generation (G1) and consistently internalized by succeeding generations. The values of hard work, honesty, discipline, and responsibility not only serve as moral guidelines but also shape an organizational culture that emphasizes loyalty and a sense of belonging to the family business. This finding aligns with Stewardship Theory (Davis et al., 1997), which explains that family members in family businesses tend to behave as stewards, individuals who prioritize collective interests and long-term goals over personal gain. In the context of UD. Sami Asri, the stewardship role is manifested through direct interaction between generations in business operations, deliberative decision-making, and a moral responsibility to maintain the reputation and continuity of the inherited business.

Strong family cohesion is evident in open communication patterns and the resolution of disagreements amicably. G2 and G3 view inherited values not simply as traditions but as a "professional identity" that forms the basis for business decisions (Arregle et al., 2021). However, the absence of explicit conflict between generations does not mean the absence of potential tension. This situation reflects the influence of Javanese collectivist culture, which places harmony and respect for elders as primary social values. Within the framework of Intergenerational Social Capital Theory, high levels of trust and emotional bonds act as a "social buffer" that prevents open conflict from emerging. However, this harmony can also mitigate latent tensions that are not verbally expressed due to norms of politeness and a reluctance to challenge senior figures. Thus, apparent stability can be illusory if not balanced with a space for dialogue that allows the younger generation to openly express new ideas.

Critically, the absence of conflict in the context of UD. Sami Asri, can be interpreted as a result of effective stewardship mechanisms that maintain trust, but also as a potential limitation in triggering renewal strategies. Younger generations often hold back on adopting innovative initiatives until they obtain the approval of the founding generation, which can slow the process of adapting to changes in the business environment. This phenomenon demonstrates the dual nature of stewardship: on the one hand, it creates values of stability and continuity. On the other, it can foster conservatism that hinders the acceleration of innovation. Therefore, a balance between respect for old values and the courage to embrace renewal is key to ensuring the viability of family businesses in an era of disruption.

UD. Sami Asri, can strengthen this stewardship mechanism by institutionalizing a two-way communication space that allows for productive management of differing perspectives. For example, through family forums or regular evaluations that focus not only on financial performance but also on the transfer of values and innovation across generations. In this way, the spirit of loyalty and sense of responsibility inherited from G1 is maintained, while also providing space for G2 and G3 to introduce innovations relevant to changing times. This pattern can serve as a model for other family businesses in managing cohesion without losing strategic alignment.

Knowledge Transfer and Tacit Knowledge Preservation within the Framework of Sustainable Family Business Theory (SFBT)

The knowledge transfer process at UD. Sami Asri, occurs naturally through direct involvement between the founding generation (G1), the second generation (G2), and the third generation (G3) in daily operational activities. G1 transmits technical skills such as raw material selection, cowhide processing techniques, and product quality control through experiential learning. This inheritance pattern reflects an implicit learning process that is difficult to transfer in writing, but is highly effective in building practical understanding and a sense of responsibility for product quality. This mechanism aligns with the concept of tacit knowledge described by (Nonaka et al., 1996), where implicit knowledge is learned through social interaction and direct experience. Within the framework of Sustainable Family Business Theory (SFBT) proposed by Danes & Stafford (2011), this mechanism represents a form of intergenerational continuity that emphasizes the importance of balancing family and business systems through the transmission of values, skills, and work practices.

Empirical findings indicate that knowledge transfer at UD. Sami Asri, focuses not only on technical skills but also on instilling core values that underpin business sustainability, such as discipline, precision, and honesty in maintaining the product's taste and reputation. G2 acknowledged that learning directly from G1 helped them understand the quality philosophy and a "sense of moral responsibility for the product" while G3 noted that direct involvement in the field accelerated the adaptation process to work rhythms and production standards. Thus, this experience-based inheritance practice serves as a dual transfer mechanism (technical and value) that ensures the continuity of the family business's identity. This demonstrates that success in maintaining product quality and character is determined not only by technological innovation but also by the family's ability to internalize and preserve the core values inherent since the business's inception.

However, this study also uncovers a critical aspect of informal knowledge transfer mechanisms. Reliance on experience-based learning results in limited knowledge documentation, putting critical knowledge at risk of being lost if key members (such as G1) are no longer active in operations. Furthermore, an inheritance approach that relies too heavily on personal relationships can hinder the expansion of organizational capacity as younger generations begin to introduce digital-based innovations. In the context of SFBT, this situation demonstrates that value continuity is not necessarily synonymous with adaptive sustainability. For knowledge transfer processes to truly contribute to long-term sustainability, families need to develop formal mechanisms such as recording production procedures, systematic training, and intergenerational learning forums that encourage critical reflection on old practices.

Theoretically, these results expand the application of SFBT by demonstrating that successful business sustainability depends not only on the transmission of values and roles but also on intergenerational learning capabilities that enable the accumulation and renewal of tacit knowledge. A family's ability to learn dynamically while maintaining its identity is a key indicator of family business resilience amidst uncertain business environments. According to UD. Sami Asri, collaborative intergenerational learning processes foster adaptive capacity that maintains the continuity of traditional values while opening up opportunities for sustainable innovation. The transmission of skills at UD. Sami Asri, occurs through a natural, informal knowledge transfer process. G1 directly teaches cowhide production and processing techniques to G2 and G3 through field practice. This process is experiential learning, namely experience-based learning that strengthens practical understanding and builds sustainable technical competency.

Two-Way Learning and Innovation of the Next Generation from a Transgenerational Entrepreneurship Perspective

The research findings indicate that intergenerational relationships at UD. Sami Asri, are dynamic and mutually learning. The younger generation not only receives knowledge from the founder but also acts as a source of new ideas relevant to current developments. G3 introduces innovations in digital marketing strategies, packaging design, and expanding distribution through online platforms, while G2 provides guidance based on the experience and values inherited from G1. This interaction pattern illustrates two-way learning, a reciprocal process between the transfer of experience from the older generation and the transfer of digital knowledge from the younger generation.

This phenomenon aligns with Transgenerational Entrepreneurship (TE) proposed by Iyigun (2021), where the sustainability of a family business is determined not only by leadership succession but by the ability of the next generation to create new value without losing the business's identity. As described by Belling et al. (2021), cross-generational collaboration that combines past experience with modern innovation is key to family business resilience during times of crisis and market change. At UD. Sami Asri, this mechanism demonstrates how the creativity of the younger generation is gradually accepted after being proven to increase sales, thus fostering a collaborative leadership pattern between the founding and succeeding generations.

Thus, two-way learning at UD. Sami Asri, is not simply a transfer of knowledge, but also a process of forming a shared entrepreneurial identity that combines traditional values with an innovative orientation. This synergy between experience and creativity is a concrete manifestation of transgenerational entrepreneurship, ensuring the sustainability of family businesses through continuous renewal without sacrificing cultural roots and inherited values.

Synergy of Traditional Values and Technology Adaptation within the Framework of Adaptive Strategic Management

Research findings indicate that UD. Sami Asri, is able to adapt to market and technological changes without abandoning the traditional values that have been the foundation of its success since its inception. G1 maintains the principles of honesty, diligence, and product quality as the core pillars of its business, while G2 and G3 integrate innovation through the use of modern production tools, digital promotions, and online sales optimization. This pattern illustrates the balance between preserving old values and implementing new strategies, which within the Adaptive Strategic Management (ASM) framework is described as strategic flexibility, an organization's ability to adapt its strategy to environmental changes without losing its internal identity (Zahra et al., 2004).

This combination of traditional values and innovation demonstrates that adaptation does not mean replacing old heritage, but rather adjusting its implementation methods to remain relevant. Consistent with the findings of Aldrich et al. (2023) and Leppäaho & Ritala (2022), UD. Sami Asri, demonstrates strategic ambidexterity maintaining stability through the experience of the founding generation while exploring new opportunities through digitalization led by the next generation. In other words, the success of this business adaptation is not solely due to the application of technology, but also to the intergenerational trust that allows innovation to be implemented without creating value resistance.

UD. Sami Asri, demonstrates that the synergy between traditional values and technology is a typical adaptive strategy in family businesses: modernization is accepted as long as it does not threaten the inherited identity and reputation. This pattern demonstrates that the sustainability of family businesses in an era of disruption does not require the elimination of tradition, but rather the harmonization of the wisdom of the founding generation and the innovative vision of the next generation.

Social Capital and Emotional Sustainability in the Perspective of Intergenerational Social Capital Theory

The research results show that the sustainability of UD. Sami Asri, is not only supported by innovation and

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traditional values, but also by the strength of social capital formed through trust, emotional closeness, and open communication among family members. Regular biweekly meetings between G1, G2, and G3 serve as a means of coordination and foster a shared commitment to business continuity. This phenomenon reflects the principles of Intergenerational Social Capital Theory (ISCT) (Le Breton-Miller & Miller, 2006), where networks of relationships and mutual trust between generations serve as the foundation that facilitates information exchange, decision coordination, and a shared vision.

The presence of trust and emotional support strengthens family members' motivation to contribute without coercion, aligning with the findings of Kidwell et al. (2024) that intergenerational trust increases organizational cohesion and reduces the potential for conflict. In the context of UD. Sami Asri, close family ties also act as emotional glue, maintaining stability amidst market challenges and differing views between generations. However, this emotional harmony can create the risk of hidden tensions or disagreements that are not openly expressed, particularly due to strong norms of politeness and respect for the older generation. Thus, strong social capital is paradoxical: it strengthens solidarity but can also stifle the dynamics of critical dialogue.

Practically, maintaining the sustainability of social capital at UD. Sami Asri, requires a balance between emotional intimacy and professionalism. Establishing a more open and reflective intergenerational communication forum can expand the meaning of trust from merely personal relationships to a mechanism for shared learning. Within the ISCT framework, consciously managing trust and emotional support will ensure that family solidarity remains a source of strength, not a barrier to innovation.

Theoretical Synthesis: Integration of Values, Knowledge, and Adaptation as Pillars of Sustainability

Based on field findings and supporting theory, the intergenerational strategy at UD. Sami Asri, can be synthesized into four main, complementary components:

1. Stewardship values: Maintaining a sense of responsibility and collective ownership of the business.
2. Intergenerational knowledge transfer (SFBT): Preserving tacit knowledge and work values.
3. Innovation and two-way learning (Transgenerational Entrepreneurship): Delivering change without losing identity.
4. Strategic adaptation and social capital (ASM & ISCT): Maintaining a balance between tradition and modernization supported by family trust.

These four elements form an ecosystem of social, emotional, and strategic sustainability within the family business. UD. Sami Asri, has successfully maintained the "fire in the hearth" a metaphor that describes the intergenerational spirit of preserving family values, innovation, and togetherness.

Thus, the results of this study confirm that the success of family businesses in the era of disruption is not only determined by economic strategies, but also by the synergy of values between generations that are continuously renewed through dialogue, learning, and continuous innovation.

CONCLUSION

This study confirms that intergenerational strategy serves as the primary foundation for maintaining the sustainability of family businesses in the era of disruption. Based on a qualitative case study at UD. Sami Asri Tulungagung, the findings reveal that business sustainability hinges not only on economic factors and innovation but also on the synergy of values, knowledge transfer, and social capital across generations.

First, the inheritance of core family values honesty, responsibility, and togetherness acts as a moral compass that reinforces loyalty and collective identity among family members. Second, the process of tacit and experience-based knowledge transfer ensures the continuity of production quality and safeguards the company's distinctive identity. Third, two-way learning between founding and succeeding generations facilitates innovation in marketing, technology, and management while preserving traditional values that define the business's character. Fourth, the integration of traditional values with technological adaptation demonstrates adaptive strategic management a balance between preserving legacy and embracing transformation. Finally, social capital grounded in trust, emotional bonding, and open communication strengthens family harmony and resilience in navigating change.

Theoretically, this study enriches the literature on family business sustainability by demonstrating how Stewardship Theory, Sustainable Family Business Theory (SFBT), Transgenerational Entrepreneurship (TE), Adaptive Strategic Management (ASM), and Intergenerational Social Capital Theory (ISCT) collectively explain the mechanisms through which families maintain equilibrium between tradition and innovation. From a practical standpoint, this study suggests that successful succession is determined not merely by leadership transfer but by active intergenerational collaboration that integrates shared learning, adaptive innovation, and the preservation of collective values.

This study is limited by its single-case design, which constrains generalizability to broader contexts. The purposive and snowball sampling techniques may have introduced bias toward cooperative informants, potentially overlooking conflicting or dissenting perspectives. Additionally, as the research relied heavily on self-reported narratives, some social dynamics such as latent tensions or unspoken disagreements may have remained implicit. Future studies employing multiple cases, larger samples, or mixed-method approaches could provide a more comprehensive understanding of intergenerational mechanisms within family enterprises.

Future research could explore comparative studies involving family businesses that experienced failed succession or intergenerational conflict to identify contrasting patterns of adaptation. Longitudinal research would also be valuable to capture how intergenerational collaboration and value transmission evolve over time. Furthermore, quantitative approaches could be used to test the conceptual framework developed in this study, particularly examining the relationships between family values, social capital, innovation behavior, and business resilience. Investigating diverse cultural contexts and industry types would also deepen understanding of how local traditions influence the sustainability of family enterprises in the disruptive era.

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