

ABSTRAK

Nama : Hariono

Program Studi : Magister Manajemen

Judul : Tantangan Suksesi Kepemimpinan Bisnis Perorangan
(Studi Kasus: Griya Pijat Bersih Sehat)

Karya akhir ini menggambarkan perkembangan usaha yang berkecimpung di bidang pijat, dari awal mulai usaha sampai berkembang seperti sekarang ini. Memulai suatu bisnis memerlukan suatu konsep, perencanaan dan strategi yang matang, apalagi untuk bisnis pijat yang pada awal tahun 1980-an masih berkonotasi negatif. Supaya bisa tetap eksis, suatu usaha baru juga harus mempunyai keunggulan dibandingkan usaha pesaing.

Bersih Sehat merupakan usaha pijat untuk keluarga, yang sudah berkembang lebih dari 25 tahun dan sudah mendapatkan sertifikat ISO 9001 : 2000. Bersih Sehat memiliki 9 cabang, yaitu 7 cabang berada di Jakarta, 1 cabang di Bandung, dan 1 cabang di Anyer. Delapan cabangnya berdampingan dengan Restoran Jepang Midori.

Salah satu kunci sukses perkembangan bisnis pijat Bersih Sehat adalah selalu konsisten dan memegang teguh konsep yang dicanangkan sejak awal pendiriannya. Konsep dasar/filosofi tersebut adalah pijat untuk keluarga, bukan pijat negatif, bukan pengobatan, bersih dan sehat, *clean governace* (tata pamong yang bersih), serta *customer oriented*. Kewajiban semua warga Bersih Sehat untuk selalu mendukung konsep dasar/filosofi itu.

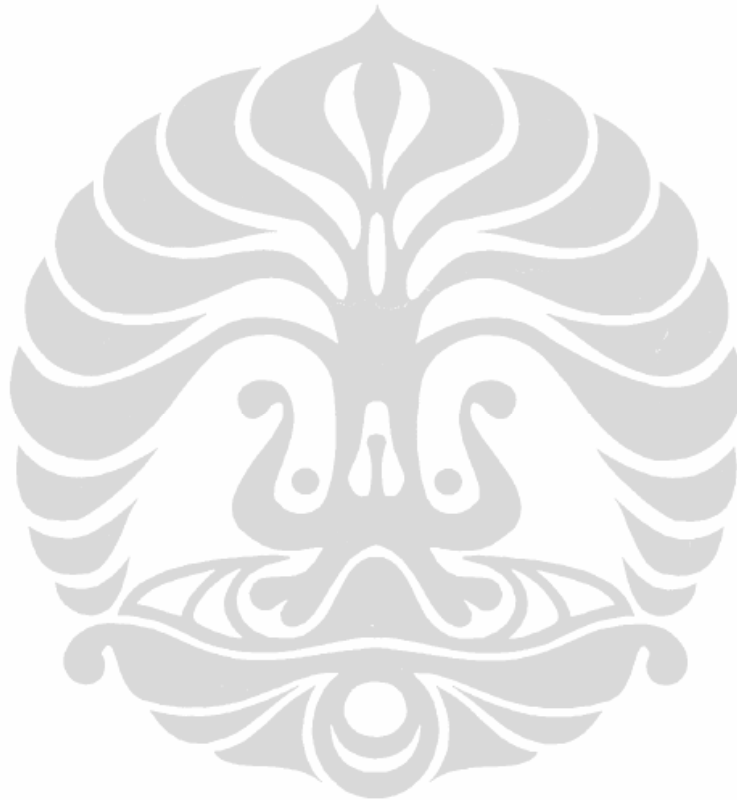
Bersih Sehat selain mengembangkan cabang, juga melakukan diversifikasi usaha di bidang restoran, bimbingan belajar dan salon. Terdapat 8 cabang Restoran Jepang Midori, 1 cabang Restoran Jepang Murah Pikapika, 1 cabang Warung Ngalam. Bimbingan belajar yang bernama VISI, mempunyai 5 cabang. Bimbingan belajar ini juga sudah mendapatkan sertifikat ISO 9001 : 2000. Salon ada 2 cabang, didirikan untuk menjadi suplemen Bersih Sehat.

Selama 25 tahun lebih, kepemimpinan dan kepemilikan Bersih Sehat di pegang langsung oleh Hariono. Regenerasi Kepemimpinan merupakan suatu hal yang perlu dipikirkan dan dicarikan solusi yang terbaik. Kalau diteruskan oleh ahli waris, maka ada 4 kemungkinan yang bisa terjadi, yaitu ahli waris tidak mempunyai kemauan dan tidak mempunyai kemampuan teknis dan manajemen dalam meneruskan bisnis ini; ahli waris mempunyai kemauan tetapi tidak mempunyai kemampuan teknis dan manajemen dalam meneruskan bisnis ini; ahli waris tidak mempunyai kemauan tetapi mempunyai kemampuan teknis dan manajemen dalam meneruskan bisnis ini; atau ahli waris mempunyai kemauan dan sekaligus mempunyai kemampuan teknis serta manajemen meneruskan bisnis ini (pilihan yang terbaik dan menjadi harapan penulis).

Di samping itu masih ada kemungkinan-kemungkinan lain yaitu:

1. Apakah perusahaan masih akan dikelola sendiri oleh manajemen orang dalam?
2. Pengelolaan diserahkan kepada profesional dari luar perusahaan?

3. Apakah perlu mendatangkan investor?
4. Bagaimana kalau diwaralaba?
5. Atau dijual saja?



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This final paper describes business development taking place in the sector of massage parlors in the country, covering BERSIH SEHAT in particular, from the time it entered the business through the present day. Starting a new business would require a solid concept, sound planning and a unique strategy, and the more so in the sector of massage parlors in the early 1980s when the business was still looked at negatively. And in order for such venture to survive, the business must, in addition to the three principle criteria stated above, also have a comparative advantage over the competition.

Bersih Sehat is a wholesome massage parlor that caters to the family, in business for more than 25 years and developing continually throughout its long history to now become one of the few massage parlors recognized for its quality services and holding the ISO 9001:2000 Certificate. Reaching out to other areas from its original location, Bersih Sehat at present operates 9 branches, 7 of these being located within the Greater Jakarta region, 1 branch in Bandung and 1 other branch in Anyer, these latter two being in the West Java Region.

Eight Bersih Sehat branches are now operating flanked by the Midori Japanese Restaurant, another business venture operated and managed by the Company.

One of the success keys of business development for Bersih Sehat is, the company's at all times maintaining consistency and adhering strictly to its initial business concept laid down upon its establishment as a wholesome massage parlor. The company's philosophy of being a wholesome massage parlor to cater to the family, and not just existing as one of the recreational massage parlors in the country, nor a medical massage clinic.

The name Bersih Sehat, literally meaning Clean and Healthy or Clean and wholesome, practices good governance and being customer oriented, and all our employees being obligated to at all times uphold the Company's basic philosophy of excellent service to both clients and patrons.

Besides branching out to other locations, Bersih Sehat has by now diversified its venture to also cover the restaurant business by its network of the Midori Japanese restaurant- now having 8 branches flanking the Bersih Sehat massage parlors in their various locations in the country.

The company currently operates and branch Midori Japanese Restaurants, 1 branch Pikapika Japanese Restaurant (lower prices) and 1 branch Warung Ngalam Indonesian restaurant. And besides massage parlors and Japanese Restaurant, Bersih Sehat has lately also diversified into the Education Tutoring courses business, with 5 branches in operation at the moment, and which also received the ISO 9001: 2000 Certificate. Bersih Sehat also diversified into Salon, with 2 branches in operation at the moment and which be additional treatment.

In these more than 25 successive years period, the management and ownership of Bersih Sehat have been in the hands of its founder, Hariono. A regeneration of management is a matter of importance requiring attention in the interest of a venture's survival.

A company's leadership being automatically succeeded by its natural successor(s) may offer four possibilities in the pursuit of the best solution. In the case of Bersih sehat, these possibilities might be : (i) the successor's not having an interest in nor the technical and management abilities to carry our the job; (ii) the successor's having an interest in but lacking the necessary technical and management abilities; (iii) the successor's not having the required interest to continue the business but having the technical and management abilities; or (iv) the successor's having both an interest to continue the business as well as the technical and management abilities.- this constituting the best option and being this writer's aspiration.

Besides the above, other possibilities that might be considered are :

1. Will the company continue being managed by a management by a company insider?
2. Is the management of the company to be transferred to a professional from outside the company?
3. Is the company considering inviting new investors?
4. Is franchising the company's operations being considered as an alternative?
5. Or offering the company for sale?