Record Nr. UNINA9910146421003321 Autore Dieleman Marleen Titolo The rhythm of strategy: a corporate biography of the Salim Group of Indonesia / / Marleen Dieleman [Amsterdam], : Amsterdam University Press, 2007 Pubbl/distr/stampa **ISBN** 1-281-19113-2 9786611191139 90-485-0104-0 Edizione [1st ed.] Descrizione fisica 1 online resource (206 p.) Collana ICAS publications series. Monographs;;1 Classificazione RR 60986 Disciplina 338.8/88598 Conglomerate corporations - Indonesia Soggetti Family-owned business enterprises - Indonesia Chinese - Indonesia Corporations, Chinese - Indonesia Lingua di pubblicazione Inglese **Formato** Materiale a stampa Livello bibliografico Monografia Note generali Description based upon print version of record. Includes bibliographical references (p. [185]-197) and index. Nota di bibliografia Nota di contenuto Front matter -- Contents -- Preface -- List of Tables -- List of Figures -- 1. Introduction -- 2. The Birth of a Conglomerate -- 3. The Midas Touch -- 4. Fire-Fighting -- 5. Axis of Opportunity -- 6. Evolution of the Salim Group Strategy -- 7. Conclusions -- Annex 1. Sources --Annex 2. Time Series Analysis of Business Events -- Annex 3. Overview of Salim Group Activities -- Annex 4. Salim Group Executives -- Notes -- Glossary -- Abbreviations -- References -- Index The Rhythm of Strategy provides a richly documented analysis of the Sommario/riassunto Salim Group, one of the largest family conglomerates in Southeast Asia. Set up by Liem Sioe Liong, a Chinese emigrant, the Salim Group evolved from a small trading venture in colonial Java into one of the largest diversified businesses on the Asian continent. While the Salim Group is generally reluctant to provide information on its strategy to the general public, this volume proposes that the conglomerate's strategy oscillates between a business model built on connections and a professional model adapted to markets. Dismissing the view that the group is a

typical Chinese ethnic firm-in which the cultural values of the founding family influences corporate behavior-The Rhythm of Strategy argues

that the group's strategy made sense in the evolving institutional context of Indonesia, which is characterized by high transaction costs, corruption, political risk, and ample business opportunities to cater to a large and rapidly growing consumer base.