Index

Agency costs, 2
Agro International Berhad
diversification in family business, 44–45
family conflict, 45–47
family conflict resolution strategies, 47
future of family business, 47–48
Ali, Kaber
homecoming and onboarding of, 2–3
officially passing Baton to, 9–11
Ansoff growth matrix, 41
Association of Chartered Certified
Accounts (ACCA), 54–55
Autocratic style of management, 70
AYB, 85

Basooh Coin Laundry Group, 105
business, 103–104
country overview, 104
industry overview, 104–105
innovate or not to innovate, 106–108
vision, 108–109
Basooh Coin Technology, 105–106
BC Detergent, 105–106
BCL Solutions, 105–106
Business, 103–104
communication barriers in business families, 86–87
diversification, 84, 88
growth and continuation, 53–55
innovation, 106

Cambridge Family Enterprise group, 40
Career development theory, 75–76
Chief financial officer (CFO), 92
Choice theory, 77–78
Coffee village
dilemma, 116–117
Fong family, 114–115
Fong Ho Coffee Shop, 113–114
story, 112–113
succession story, 115–116
Coin laundry, 104–105
industry, 105
Communication
barriers in business families, 86–87
exchange in family business, 74–75
mode between family members, 8–9
Competition Law, 63
Conflicts, 19–20
Corporate social responsibility (CSR), 31
activities, 11
COVID-19 pandemic, 37–39, 56, 62
Data collection, 98
Decision–making process, 45, 48
Digital transformation, 55–56, 58
business expansion, 53
business growth and continuation, 53–55
COVID-19 pandemic hit, 56
digital transformation, 55–56
founding of family business, 52–53
miscommunication resulting in conflict, 56–57
Digitalisation, 35, 52
Diversification in family business, 44–45
Dyeing process, 31
E-commerce platforms, 57
Emotional attachment, 46–47
Family arguments and disagreements, 92
Family business, 2, 30–31, 38–39, 44, 52, 62, 66, 70, 76, 84–85, 92, 106, 112–113
diversification in, 44–45
founding, 52–53
future, 47–48
through pandemic, 36
second generation, 15–16
third generation, 17–18
Family business continuity, 84–85
communication barriers in business families, 86–87
evolution of business model, 85–86
future, 88
nurture right mix of talent, 87
regular performance evaluation and planning, 87–88
Family conflicts, 44–45, 47
resolution strategies, 47
Family firms, 2, 36
Family legacy
challenges and dilemmas, 27–29
company overview, ownership and management structure, 26–27
country and industry overview, 25–26
family background and key players, 24
family strategies to overcome challenges/dilemma, 29
innovative ideas, 30–31
succession and professionalization, 29–30
Family members, communication mode between, 8–9
Family systems theory, 27–28
Family unity
background of National Bookstore, 36–37
challenges, 38–39
industry overview, 38
manoeuvring pandemic, 39–40
quest to grow family business after going through pandemic, 36
Tan family and National Bookstore, 37–38
Family value, 5–6, 11
Fong family, 114–115
Fong Ho Coffee Shop, 113–114, 117
Garment industry, 25
Gem Laundry Systems, 105
Glopac Chemical, 92–94, 96
working, 94–95
Golden Nugget, The, 14, 17–19
birth of, 14–15
company structure and ownership, 16
second generation of family business, 15–16
second generation’s family discussion, 18–20
third generation of family business, 17–18
Gross domestic product (GDP), 104
Human resources (HR) operations, 105–106
Industry overview, 38
Initial public offering (IPO), 45
Innovation, 84, 88, 106
Investors, 103–104
Ismail’s, Natalia achievement, celebration of, 62–65
Kilaukhas Group, 63
Kofika, 86
Lifespan development perspective, 75–76
LinETI International Business (LIB), 44–48
LJN resources, 76–78
background, 76
challenges, 76–77
suggestions to achieve communication, 77–78
Makmur family, 92–94
Malaysia, 104–105
Master of laws with high distinction, 62–65
Movement Control Order (MCO), 56
Multi-generational business, 84
MUSD, 63, 65–66, 69
National Bookstore
background of, 36–37
Tan family and, 37–38
National Security Council, 38
NGB, 8–9
communication mode between family members, 8–9
homecoming and onboarding of Kaber Ali, 2–3
officially passing Baton to Kaber, 9–11
pandemic, 3–6
succession in progress pandemic and departure of cousins, 6–7
Pandemic
hit, 3, 6, 65, 67
manoeuvring, 39–40
quest to grow family business, 36
Personal conflicts, 39
Pragati Suiting, 24
Private limited company, 62–63
Professionalization, 29–30
Ready-made garment (RMG), 25–26
Recruiting strategy, 86
Saving face, 74
case story, 76–78
communication exchange in, 74–75
in family business, 74
lifespan development perspective, 75–76
in Malaysia, 77
Second generation of family business, 15–16, 18, 20
Sibling rivalry, 112
Small and medium-sized enterprises (SMEs), 104
Standard operating procedures (SOPs), 39
Strategic business units (SBUs), 3, 6–7
Succession, 14, 29–30, 112
dilemma, 20
planning, 29, 53, 70, 84, 117
process, 11, 88
in progress pandemic and departure of cousins, 6–7
SWOT analysis, 69
Tan family and National Bookstore, 37–38
Textile manufacturing industries, 26
Third generation of family business, 17–18
Thomas-Kilmann Conflict Mode Instrument (TKI), 40
Tru Fabrics Limited, 27
Tru Group, 28–32
Index

True Group, 24, 32
Unifill Textile Mills Limited, 24, 26
Vegetable distribution business, 45
Victoria’s perspectives, 96–97

Vision, 108–109
Work–life balance, 102
Yeo Hap Seng Group (YHS Group), 62