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How Chinese are entrepreneurial strategies of ethnic Chinese business groups in Southeast Asia? : a multifaceted analysis of the Salim Group of Indonesia

Dieleman, M.H.

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Propositions

1. Ethnic Chinese conglomerates develop resistance to change and lose their adaptability and flexibility over time.
2. As the Salim Group developed, the composition of their business network changed in favor of Western firms whereas crony and ethnic Chinese connections became less important.
3. Rather than developing in a linear fashion, corporate strategy oscillates irregularly.
4. Large business groups in emerging markets, such as the Salim Group, may simultaneously be influenced by their institutional context, and able to influence it, so we can speak of co-evolution of Salim Group and Indonesian institutions.
5. Firms may increase their influence over their own future and that of their environment by aligning themselves closely with political figures.
6. If a firm is extremely large and aligned with a long-term dictator, it may itself morph into a national institution.
7. Being corrupt and being professional are not necessarily mutually exclusive; but can reinforce each other.
8. Chinese family business groups are less Chinese than they appear.
9. It is not surprising that a culture that produced *rijsttafel* displays a tendency to create highly diversified business groups.
10. The author may become a target for a hit squad.