

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
 - company structure, 105–106
 - 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

- Emotions, 94–95
- Entrepreneurial families, 98
- ESK Bathroom and Kitchen (ESK B&T), 53
- ESK Hardware & Machinery, 52–53, 58
 - ownership structure of, 55
 - subsidiaries under, 54
- ESK Hardware website, The, 56
- ESK High Quality (ESKHQ), 53
- ESK Plus (ESKP), 53
- ESK Tools (ESKT), 53

- 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

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