

How the Environment of Hong Kong and the ASEAN Contributed to Jardine, Matheson & Company's External Organization for Opportunity Exploitation and Risk Reduction

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Abstract: Strategic management in Jardine, Matheson derived from the special business, social and political environment into which the firm entered and the firm's concentration on building a pattern of relationships within and outside the business - an external organization in the Marshallian sense. This external organization helped the firm to foster the flow of information, the knowledge with which to interpret it, the ability to influence others and the reputation to attract and retain trading partners.