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Strategic Leadership in Action: Unpacking the Alignment Between Strategic Behavior and Strategy at Combipar

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ABSTRACT

This study explores the influence of leadership behavior on strategic behavior at PT Combined Imperial Pharmaceutical (Combiphar) under the leadership of Michael Haryono Wanandi. The study analyzes how strategic leadership contributed to Combiphar's transformation from a pharmaceutical company to a consumer health company. Using a mixed-method approach, this study combines qualitative interviews with key executives and a quantitative survey of senior managers. The results of the analysis show that Combiphar's strategic leadership consists of five key components, which form the SAVEE model: Strategic Planning, Adaptive Capability, Visionary Leadership, Empowerment & Collaboration, and Ethical Leadership. This model is reflected in the company's strategic behavior, AIM (Enthusiastic and Intelligent in Achieving Results, Integrity, Synergistic & Harmonious Cooperation, Winning the Hearts of Customers). Visionary and Ethical Leadership proved to be key predictors of long-term success, while Strategic Planning, Adaptive Capability, and Empowerment & Collaboration require further strengthening. Key recommendations include validating and integrating the SAVEE model in leadership development, enhancing Visionary and Ethical Leadership programs, optimizing data-driven Strategic Planning, and strengthening Enablement & Collaboration through cross-functional teams and reward systems.

KEYWORDS *Combiphar, Strategic Leadership, Family-Owned Business, Leadership Behavior, Corporate Strategy*

INTRODUCTION

Family businesses are the oldest form of business organization, although as a discipline, they are relatively new. Many large companies, such as Tata Industries in India, began as small family businesses before developing into major players in the industry. Family businesses are managed by the next generation through ownership, management, and inherent family values (Poza, 2010). However, family businesses have unique characteristics that can become weaknesses, including complex family dynamics, lack of trust, and intergenerational and sibling conflicts, which can threaten the stability of the business (Vries & Carlock, 2010). The role of the owner in a family business is divided into operator, organizer, and investor, each of which influences the strategic direction and management of the business, demonstrating the strong influence of family values.

In Indonesia, only 61 percent of family businesses are run by the second generation, and only 24 percent can be passed on to the third generation. One reason for this is poor leadership (Susanto, 2019). Each generation brings its own skills to leadership, and the business itself may need a range of leadership styles (Baron, 2021). Thus, maintaining the business across generations depends on having leaders who are flexible and smart enough to adapt to the different interests, values, and skills of each generation. Family businesses need leadership that ensures stability, continuity, and effective transformation (Susanto & Susanto, 2013).

PT Combined Imperial Pharmaceutical, also known as Combiphar, is one of Indonesia's family businesses that endures and continues to expand. Combiphar is among the notable pharmaceutical and healthcare firms in Indonesia. The company produces and markets a range of over-the-counter and prescription products, such as cough syrups, eye drops, gels for joint pain, and vitamin supplements (CBInsight, n.d.).

Combiphar can be seen as having been tested over time. During the Covid-19 pandemic, not only did it survive, but it also managed to grow. Combiphar acquired PT Jamu Air Mancur a few months before the virus struck Indonesia in 2020 (Ramli & Djumena, 2021). The pandemic did not stop the company from growing. In 2021, it bought the cereal company Simba. The company is transitioning from a pharmaceutical to a consumer healthcare company, offering a range of healthy foods and snacks in addition to prescription drugs, including herbal and traditional remedies.

Michael Haryono Wanandi, the second generation of the Wanandi family, transformed Combiphar from a drug manufacturer to a consumer health products manufacturer (The Jakarta Post, 2018). Under his leadership, the company's strategy evolved to adapt to the changing pharmaceutical industry, including the acquisition of Air Mancur in 2021 (Suryanto, 2021). Despite innovating, he has maintained the company's core values, such as quality, discipline, and integrity, inherited from its founder. His leadership evolution reflects how each generation in the family business contributes to shaping the company's future to remain relevant and sustainable (Santana, 2013). The evolution of leadership in a family business shows how each generation contributes in determining the future of the company.

Michael Wanandi's leadership at Combiphar demonstrates the adaptability of family businesses in the evolving healthcare industry. With a focus on innovation, market expansion, and healthcare solutions, he steered the company from pharmaceuticals to consumer healthcare products, while maintaining core values such as quality, discipline, and integrity. The transition of generations at Combiphar reflects a balance between tradition and modernity, where leadership not only inherits tradition but also ensures sustainable growth. In a family business, strategic leadership plays a role in aligning the company's vision with family values, shaping strategy, and creating an enabling environment for growth amidst business dynamics and family traditions.

Several studies have shown that strategic effectiveness in family firms depends on organizational structure, coordination, and culture (Hrebiniak, 2013). Strategic leadership influences exploration or exploitation innovation as well as corporate alignment (Shao, 2019), improving business performance and sustainability (Adoli & Kilika, 2020). While strategic leadership is important in all types of firms (Yulia et al., 2023), research related to leadership in the top management of family firms is limited. Family business leadership influences strategic decisions and business performance (Fries et al., 2021; Setiawan et al., 2021), with ownership structure playing a key role in corporate strategy (Basco, 2014). Entrepreneurship contributes to the long-term management and sustainability of the business (Lumpkin et al., 2010).

Combiphar-related studies include inventory control techniques and SAP implementation in manufacturing (Mekel et al., 2014; Sa'adi, 2023). Combiphar's organizational culture highlights the role of leadership in employee well-being (Surachim, 2008), with ethical leadership shaping the company's character and increasing employee dedication (Solihah et al., 2023). However, there is a gap in the literature regarding strategic leadership at Combiphar, particularly in relation to operational and organizational practices. This research aims to fill that gap by examining the role of leaders in corporate strategy, not just leadership in organizations in general. In family businesses, strategic leadership plays an important role in shaping the company's atmosphere and strategy (Shao, 2019). Leaders must balance business innovation and growth with family values, since long-term success depends on a vision that aligns family and corporate goals (Northouse, 2022).

Despite the extensive literature on strategic leadership and family business management, several critical research gaps persist in understanding the intersection of these domains within the Indonesian context. While strategic leadership has been extensively studied in Western contexts (Hrebiniak, 2013), limited research examines how strategic leadership specifically manifests in Indonesian family businesses, particularly in the pharmaceutical and healthcare sectors. Previous studies have focused primarily on operational aspects of family businesses (Fries et al., 2021; Setiawan et al., 2021) or general leadership characteristics (Basco, 2014) but have not comprehensively explored the alignment between strategic leadership behaviors and organizational strategic frameworks.

Existing Combiphar-related studies have predominantly examined operational aspects such as inventory control techniques and SAP implementation (Mekel et al., 2014; Sa'adi, 2023), organizational culture and employee well-being, and ethical leadership impacts (Solihah et al., 2023). However, no comprehensive study has examined the strategic leadership dynamics that enabled Combiphar’s successful transformation from a pharmaceutical company to a consumer healthcare enterprise, particularly under second-generation leadership.

This study addresses these gaps by providing the first comprehensive analysis of strategic leadership in action at Combiphar, introducing the novel SAVEE (Strategic Planning, Adaptive Capability, Visionary Leadership, Empowerment & Collaboration, and Ethical Leadership) framework specifically developed for family business contexts in emerging markets. The research novelty lies in its empirical development of a strategic leadership model that bridges theoretical frameworks with practical implementation in Indonesian family businesses, offering both academic insights and practical tools for family business succession and strategic transformation.

This research examines the impact of strategic leadership on corporate strategy at Combiphar, with a focus on top-level management. Family businesses combine organizational elements with family values and customs, which influence decision-making and strategy execution. Leaders must leverage the strengths and values of the family to create a vision that aligns with organizational and family goals.

The primary objectives of this research include: (1) analyzing the relationship between strategic leadership behaviors and organizational strategic frameworks at Combiphar, (2) developing and validating the SAVEE model as a comprehensive strategic leadership framework for family businesses, (3) examining the alignment between leadership traits and organizational core values (AIM framework), and (4) providing empirical evidence for strategic leadership effectiveness in family business transformation contexts.

The research benefits extend to multiple stakeholder groups: family business owners and successors gain practical frameworks for leadership development and strategic transformation; academic researchers obtain empirical evidence for strategic leadership theories in emerging market contexts; and practitioners access validated tools for assessing and developing strategic leadership capabilities in family-owned enterprises.

RESEARCH METHOD

This research used a descriptive design with a mixed-method case study approach (Creswell et al., 2018) to provide a detailed description of the interaction of strategic leadership in family businesses during corporate strategy development. Qualitative data were collected from primary and secondary sources. Qualitative data were obtained through interviews, which were transcribed and analyzed using coding techniques to identify patterns and themes (Ravitch & Carl, 2021). The quantitative aspect involved a survey of senior management at Combiphar (levels 5 and 6) using a structured questionnaire. This questionnaire measured key variables such as vision, strategic planning, ethics, adaptive capacity, empowerment, and collaboration on a six-point scale ranging from strongly disagree to strongly agree (N., 2019). The data were analyzed to identify relevant patterns and trends.

RESULT AND DISCUSSION

Combiphar shapes its strategic behavior through AIM, which includes (Enthusiastic and Intelligent in Achieving Results, Integrity, Synergistic & Harmonious Cooperation, Winning the Hearts of Customers). Established in 2008 as a follow-up to Project NUCLEO, AIM focuses on developing employees' technical and behavioral competencies and guides them in achieving the company's vision. Annual performance evaluations measure the implementation of the core values, symbolized by colors: green (growth), blue (loyalty & excellence), and red (passion). Wanandi's leadership is analyzed in the context of alignment with the organization's principles.

Interviews were conducted from April to May 2024 with the VP Human Capital, Chief Strategist Officer, and Michael Wanandi himself. From the interviews, several characteristics of Wanandi's leadership were found. Key aspects such as visionary thinking, strategic planning, adaptive capacity, empowerment and collaboration, and ethical behavior were grouped. Once the information was collected from the interviews, it was examined through the thematic analysis method by identifying key phrases, statements, and examples related to the five dimensions of leadership.

Visionary Thinking

Based on the interview with Michael H. Wanandi, it was revealed that he initially faced challenges in communicating the vision of Combiphar's business change from a pharmaceutical company to a more broadly health-oriented one. Although the company experienced growth between 2005-2007, he realized a lack of differentiation in generic products that could limit long-term prospects. The decision to remain focused on generic products stabilized the company's operations, but also limited market opportunities. Wanandi's main challenge was to change the mindset within the organization, especially in aligning company policies with employee needs. A 2011 survey showed that many female employees felt that health benefits were not appropriate. In response, Combiphar implemented more inclusive policies, such as covering maternity costs and providing equal benefits for men and women, thereby increasing employee confidence in the company's direction (Schermerhorn & Bachrach, 2015).

In his leadership, Wanandi emphasized inclusiveness by involving the old management and convincing stakeholders that focusing on generic products was the right strategy. The vision was not only profit-oriented but also aimed at achieving competitive advantage and long-term growth. This is reflected in Combiphar's tagline, “Fighting for a healthy tomorrow”, which reflects its commitment to public health. Wanandi also considered the challenges of high drug prices prior to BPJS, as well as the uncertainty of raw material costs. As a strategy to deal with change, he shifted the focus of the business towards a preventive approach by approaching consumers directly and emphasizing disease prevention rather than relying solely on drug sales.

Strategic Planning

Michael H. Wanandi's strategic leadership at Combiphar emphasizes careful planning and future scenario-based decision-making. He believed that strategy and organization must be aligned to achieve long-term success. Instead of implementing cost leadership, he emphasized innovation and customer relations, with significant changes such as logo updates, packaging quality, and product design to build customer trust. Wanandi also instilled a customer-oriented corporate culture to provide superior and affordable care. However, the implementation of this strategy faced obstacles in communication, resources, and bureaucracy that hindered the execution of the strategy (Dharyanti et al., 2019). To overcome these obstacles, he implemented organizational reforms by building trust not only in products but also in the company's overall operations.

Recognizing that strategy implementation failures are often caused by structural constraints, such as communication gaps and bureaucracy that inhibit flexibility, Wanandi encouraged open communication, optimized decision-making, and innovation. He also reorganized the distribution of resources to support strategic projects and built a proactive and adaptive mindset among employees. With this approach, he created a dedicated work environment, where each individual felt they had an important role to play in the company's success (Schermerhorn & Bachrach, 2015).

Adaptive Capacity

Wanandi's adaptive capacity was evident when he took over the leadership of Combiphar in 2005 and questioned why the company had not moved into consumer products, a question that demonstrated his ability to understand future scenarios and learn from experience. Despite his background in IT and finance, he proactively pursued knowledge of the pharmaceutical industry, studying accounting, law and HCD to compensate for the shortcomings.

Wanandi also describes himself as a problem solver who thinks logically, despite having no formal education in law or tax. He often experiments and thinks outside the box, seeking solutions by studying how others have solved problems outside the same context. As a leader, he believes that attention to legal, financial, and HCD aspects is essential. Furthermore, Wanandi emphasizes the importance of creativity, holistic thinking, and problem-solving in his leadership. In Combiphar's business transformation, he also realized that knowledge management is key, which was realized with the C-Campus training program for employees. This shows that a strategic leader not only needs to have personal adaptability, but must also be able to apply it within the organization to accelerate business transformation (Wardhana et al., 2022).

Empowerment and Collaboration

Petrus Gunadi, Chief Strategy Officer, recalled that not everyone agreed with the shift from the generic pharmaceutical business to consumer healthcare, but Wanandi managed to convince them through dialog and recruiting professionals from multinational companies. Wanandi emphasized that when facing challenges from skeptics, he did not fire them. He said, “I never fire people.” According to Petrus, Wanandi's leadership was collective and empowered the people around him. All decisions were always consulted with the Board of Directors, and rarely did Wanandi make decisions himself. Petrus described Wanandi's leadership style as asking for everyone's opinion and then deciding together. Petrus' view in 2024 is in line with

Wanandi's statement in an interview in 2013, which said, “I also listen to their input and suggestions. So, the decision is more of a consensus rather than the owner making the decision himself.” (Santana, 2013).

Collaboration and empowerment show their importance in Wanandi’s leadership as he stressed the importance of inclusivity. He said, .“Inclusiveness is important, how to involve old management, convince many people. I think that's the right direction and I'm trying to embrace it as much as possible”. This collaboration and empowerment trait that Wanandi poses can be understood as collaborative leadership. Collaborative leadership is an active, mutual process that encourages teamwork, independence, information sharing, learning, mutual respect, and trust among individuals within and around the organization. It aims to effectively achieve common goals while promoting inclusion, empowerment, and the well-being of all involved (Shaikh & Lämsä, 2020). In collaborative leadership, the focus is not on individuals but on how they are part of a system that enables coordinated actions, collective achievements, and shared accountability, reflecting the organization's collective capacity (Kramer & Crespy, 2011).

Ethical Leadership

Ethics involves upholding honesty, integrity and responsibility in actions and decisions. Ethical leadership builds trust among stakeholders, which is critical for long-term success. Ethical justifications are divided into normative, which expects right, fair, and honest actions, and pragmatic, which puts the interests of the organization first (Frederick, 2010). In interviews, Wanandi revealed his normative and pragmatic motivations, with religious values playing an important role in his ethical principles. Her involvement in church activities, as the leader of the DATE cell group at JPCC, reflects a commitment to ethical values rooted in religious teachings, which emphasize honesty, integrity, and caring. Haidt, (2012) explains that moral foundations, often rooted in religious teachings, influence one's actions to align with social norms, including justice, integrity and social cooperation.

Wanandi's involvement in church activities, especially as the leader of the DATE cell group at JPCC, reflects the influence of his religious values on his ethical principles, which emphasize honesty, integrity, and caring. Pragmatically, he believes that doing good will bring good and that integrity is the key to long-term success. He upholds transparency and honesty, whether to shareholders, regulators or other related parties. In his opinion, trust cannot be bought, but must be earned through consistent and transparent actions, as he does in building relationships with regulators. Integrity and trust are important intangible assets in business, giving companies a long-term competitive advantage.

Success = Strategy x Organization x Attitude

Figure 1. Wanandi’s Success Formula

The 5 (five) traits are correlated with Wanandi’s definition of success that consist of 3 (three dimensions) which is strategy, organization, and attitude. The first dimension is strategy, in which the trait of strategic planning is suitable. The second dimension is organization, which includes adaptive capacity, vision, empowerment, and collaboration. The third dimension is ethics. Using Wanandi’s dimension, this elements can be arranged into sequence of SAVEE.

Survey Findings

The survey was conducted in October-November 2024 among 33 senior management (level 5 and above) at Combiphar to assess Wanandi's leadership in achieving the company's long-term revenue targets. With a small population (N=36, excluding the CEO and researchers), a census methodology was deemed appropriate (Israel, 1992). One participant did not respond, but this did not significantly affect the results.

Table 1. Survey Result

Trait	Statement	Mean Score	Median	Standard Deviation	Category	Variability
Visionary Thinking	The leader communicates a clear and compelling vision for the future of the company.	5.3	4.94	0.75	Excellent	Low
	The leader's vision motivates me to contribute to the company's success.	5.1		0.93	Excellent	Medium
	The leader's vision aligns with the long-term goals of the organization.	5.15		0.86	Excellent	Medium
	The leader encourages innovative and out-of-the-box thinking to achieve the company's vision.	5.18		0.9	Excellent	Medium
Strategic Planning	I am confident in the leader's ability to plan strategically for the long-term success of the organization.	5.15		0.89	Excellent	Medium
	The leader involves employees at various levels in the strategic planning process.	4.84		1.18	Very Good	Medium
	The leader effectively translates the company's vision into clear strategic objectives.	4.69		0.9	Very Good	Medium
	The company's current strategy is well-aligned with market conditions under the leader's guidance.	4.84		0.89	Very Good	Medium
Adaptive Capacity	The leader effectively adjusts to changes or challenges in the business environment.	4.82		1.11	Very Good	Medium
	The leader demonstrates flexibility in decision-making during uncertain times.	4.88		1.01	Very Good	Medium
	The leader encourages learning and adapting from past experiences within the organization.	4.91		1.05	Very Good	Medium

Trait	Statement	Mean Score	Median	Standard Deviation	Category	Variability
	The leader is open to new ideas or solutions proposed by employees.	4.94		1.07	Very Good	Medium
Empowerment and Collaboration	The leader empowers employees to take initiative and make decisions in their roles.	5		1.07	Excellent	Medium
	The leader actively promotes collaboration across different departments or teams.	4.79		1.04	Very Good	Medium
	The leader is open to receiving feedback or suggestions from employees.	4.8		1.15	Very Good	Medium
	The leader provides the necessary support and resources to ensure effective teamwork.	4.8		1.17	Very Good	Medium
Ethical Leadership	The leader is committed to ethical business practices.	5.4		0.74	Excellent	Low
	The leader addresses ethical dilemmas or conflicts of interest in the organization effectively.	4.97		0.9	Very Good	Medium
	The leader promotes transparency in decision-making processes.	4.94		0.88	Very Good	Medium
	I trust the leader to uphold integrity in all business dealings.	5.3		0.94	Excellent	Medium

The aggregated scores result in an overall rating of 5, indicating management's view of Wanandi's strategic leadership as significant and consistent with the key attributes of Visionary Thinking, Adaptive Capacity, Strategic Planning, Ethical Leadership, and Empowerment & Collaboration.

The survey showed that Wanandi excelled in Visionary Thinking (5.2) and Ethical Leadership (5.16), reflecting his ability to set a clear vision and uphold integrity, which creates an inspiring work environment and promotes alignment and trust within the organization. These results show that employees believe in the company's vision and ethical standards, strengthening Combiphar in achieving long-term earnings potential. Strong leadership that is aligned with the company's goals maintains employee motivation and commitment, drives innovation and creates a cohesive organizational culture, which increases employee engagement and the company's ability to adapt to market changes.

The survey also indicates relevancy between Wanandi's leadership traits and the AIM's Combiphar behavior.

Table 2. Alignment of Leadership Traits with AIM Core Values

AIM Core Values	Relevant Leadership Trait	Key Supporting Survey Result
Driving for Results	Vision, Strategic Planning, Empowerment & Collaboration	High ratings in Vision (5.3, 5.1, 5.15, 5.18) show that leaders communicate a strong vision and encourage innovation. Strategic Planning (5.15, 4.84, 4.69, 4.84) scores indicate confidence in leadership's long-term strategy. Empowerment & Collaboration (5.0, 4.79, 4.8, 4.8) ratings suggest that employees feel empowered to contribute towards achieving results.
Initiating Smart Action	Adaptive Capacity, Strategic Planning, Empowerment & Collaboration	Adaptive Capacity (4.82, 4.88, 4.91, 4.94) scores reflect the leader's ability to adjust to challenges, while Strategic Planning (5.15, 4.84, 4.69, 4.84) ratings indicate clear strategic objectives. Empowerment & Collaboration (5.0, 4.79, 4.8, 4.8) scores highlight a proactive approach in fostering problem-solving initiatives.
Integrity	Ethics, Vision	High Ethics ratings (5.4, 4.97, 4.94, 5.3) confirm strong ethical business practices, transparency, and commitment to integrity. Vision scores (5.3, 5.1, 5.15, 5.18) reinforce the importance of leadership principles aligning with organizational goals.
Teamwork	Empowerment & Collaboration, Adaptive Capacity, Strategic Planning	Empowerment & Collaboration (5.0, 4.79, 4.8, 4.8) scores indicate effective teamwork promotion. Adaptive Capacity (4.82, 4.88, 4.91, 4.94) results show openness to new ideas, fostering collaboration. Strategic Planning (4.84, 4.69, 4.84) ratings suggest active employee involvement in strategic processes.
Customer Focus	Strategic Planning, Ethics, Adaptive Capacity	Strategic Planning (5.15, 4.84, 4.69, 4.84) ratings suggest alignment with market and customer needs. Ethics (5.4, 4.97, 4.94, 5.3) scores indicate trust in leadership to uphold customer-centric values. Adaptive Capacity (4.82, 4.88, 4.91, 4.94) results highlight responsiveness to

AIM Core Values	Relevant Leadership Trait	Key Supporting Survey Result
		customer demands and changing conditions.

The survey results show that the leadership traits are very much in line with AIM's core values. Ethics, Vision and Strategic Planning scored the best, demonstrating strong integrity, a clear focus on purpose and commitment to customers. Although Adaptive capacity, Empowerment, and Collaboration had lower scores, they were still in the "excellent" category.

CONCLUSION

This research concludes that strategic leadership is vital to the success of family businesses like Combiphar. Michael H. Wanandi exhibited key strategic leadership traits captured in the SAVEE framework—visionary thinking, strategic planning, adaptive capacity, empowerment and collaboration, and ethics—with strengths particularly in strategic planning, adaptive capacity, and empowerment, though visionary and ethical leadership were especially influential in driving long-term revenue goals. The study contributes to family business scholarships by empirically validating the SAVEE framework and demonstrating the importance of aligning leadership behaviors with organizational values, as reflected in the strong relationship between SAVEE and Combiphar's AIM framework. Practical recommendations include integrating the SAVEE framework in leadership development, aligning leadership with core values, focusing succession planning on strategic competencies, and measuring both financial and leadership performance. Future research should assess the SAVEE framework's applicability across industries and cultures, examine generational influences on strategic leadership effectiveness, and explore the long-term effects of leadership alignment on family business sustainability and performance.

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