

# Research project on Hidden Champions

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# What are the Hidden Champions?

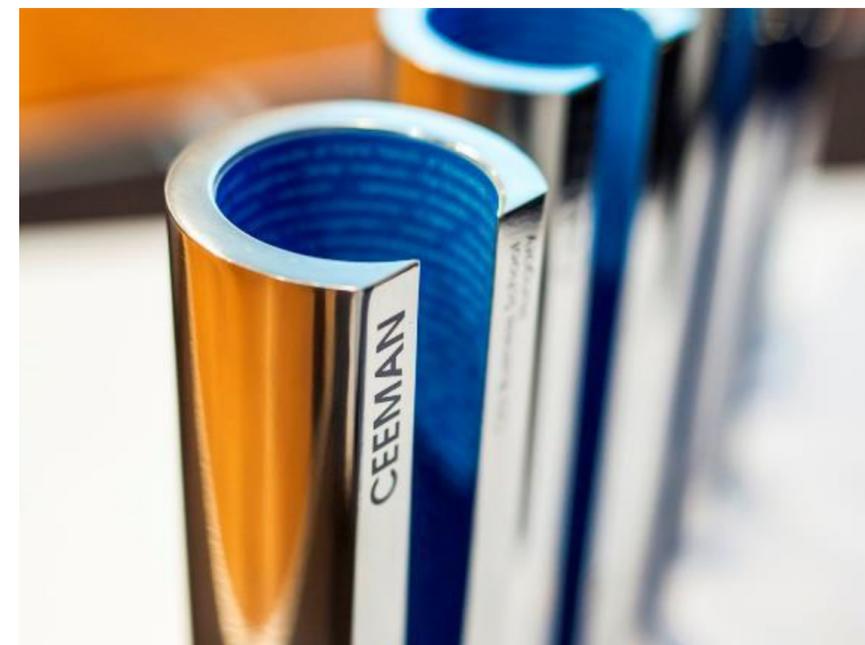
*Hidden Champions, based on Simon's (1996) definition, are:*

*1) Companies that occupy the number one or two position in the world market and the number one position in the European market as measured by market share or, if the latter is unknown, a Hidden Champion company must be a leader relative to its strongest competitor;*

*2) A Hidden Champion company must be small or medium-sized and normally, its sales revenue would not exceed 1 billion US dollars;*

*3) A Hidden Champion company must have a low visibility profile in the public domain.*

Hermann Simon (1996)

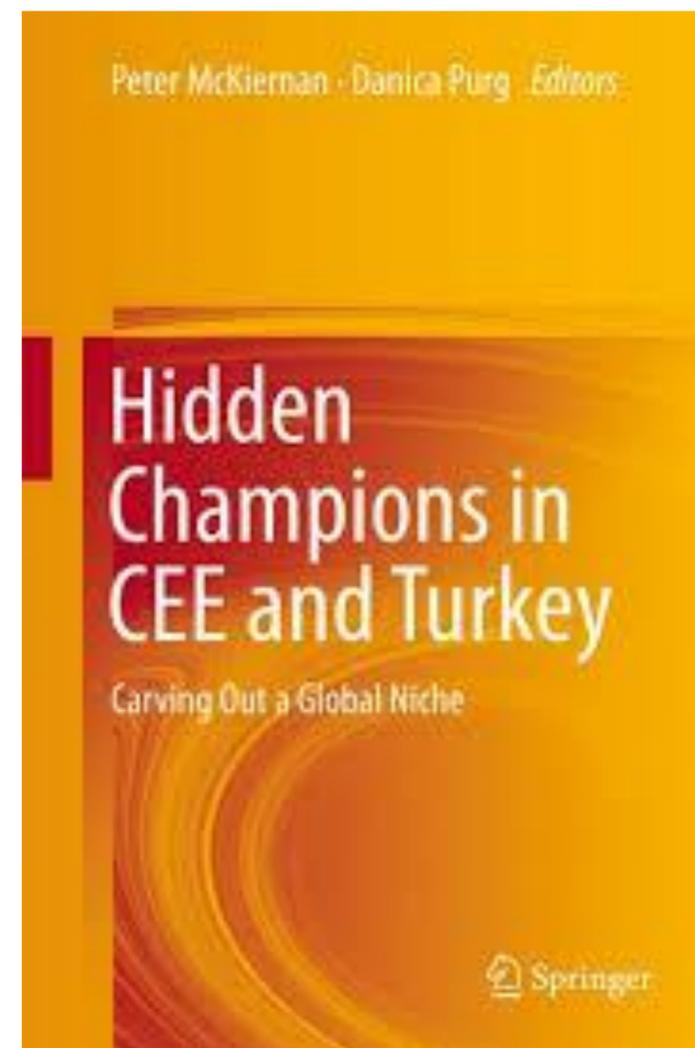


# Hidden Champions in CEE and Turkey (2010 - 2013)

**1.** 165 Hidden Champions in CEE and Turkey

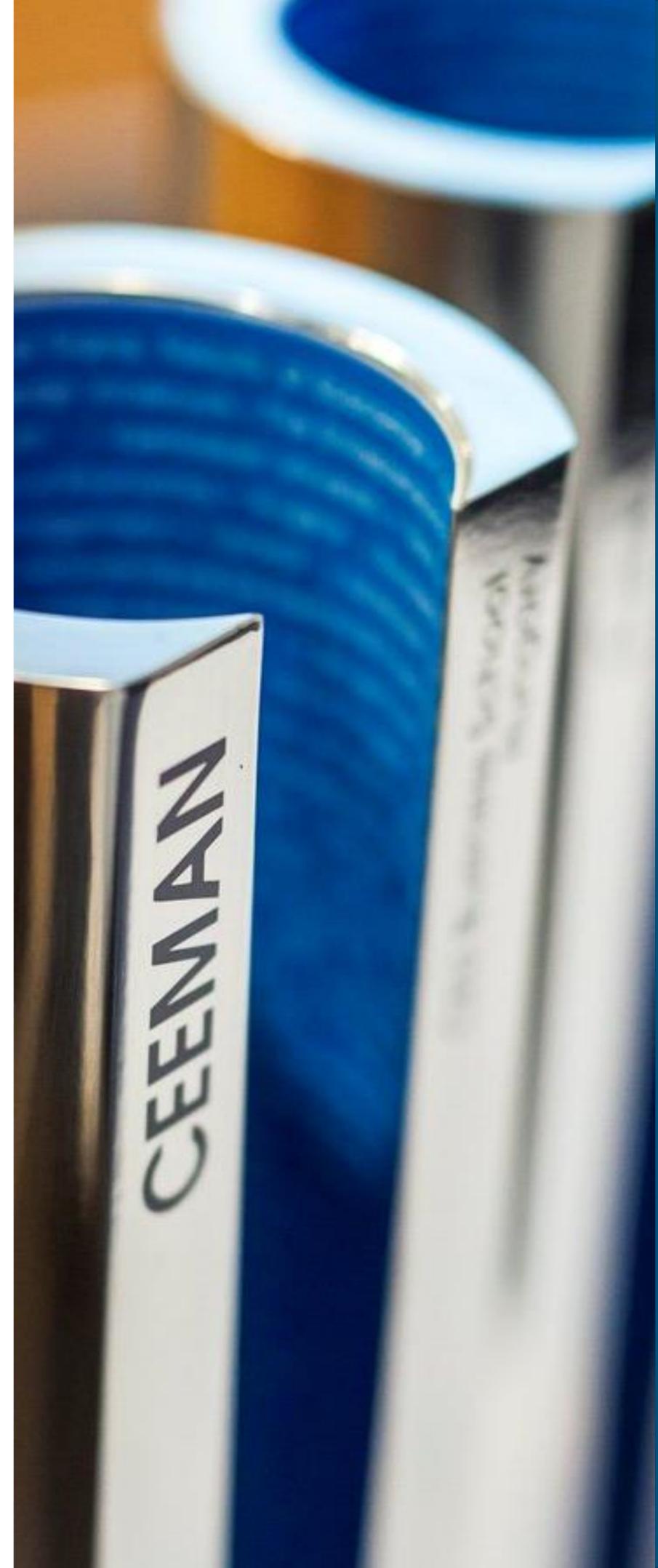
**2.** 17 countries: Albania, Belarus, Bosnia and Herzegovina, Croatia, Estonia, Hungary, Kazakhstan, Latvia, Macedonia, Poland, Romania, Russia, Serbia, Slovakia, Slovenia, Turkey, Ukraine

**3.** Results included in the book “Hidden Champions in CEE and Turkey” (2013) published by Springer and presented at international conferences, seminars and workshops



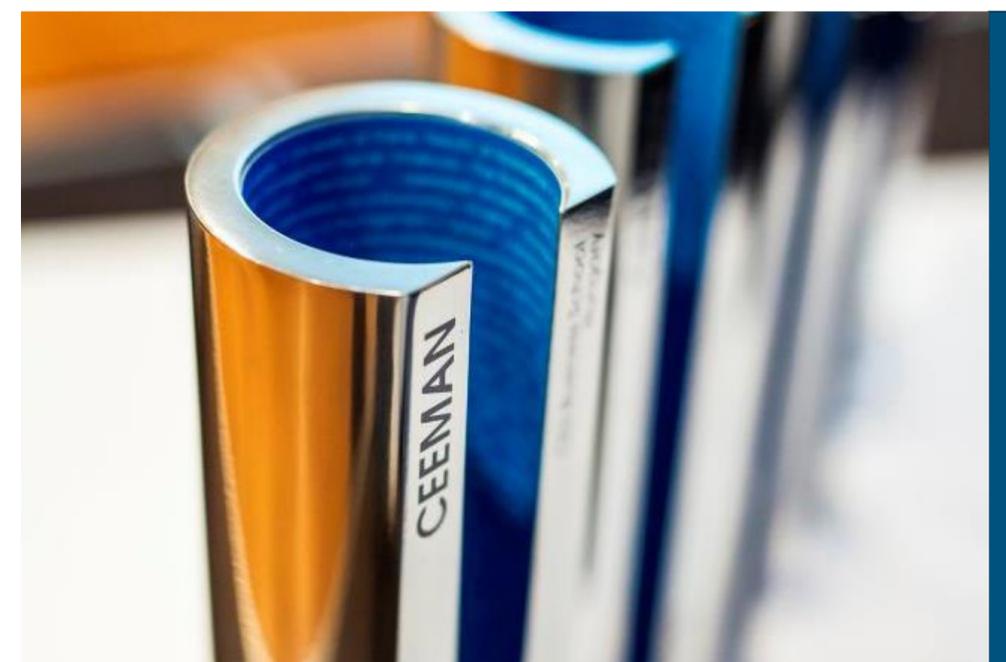
# Main conclusions on Hidden Champions from 2011

- 1) companies holding international market leadership positions, usually in a narrow product group;
- 2) companies exhibit not only distinctive products and product positioning but also have in many cases created distinctive business models and novel business practices;
- 3) innovate much above the average national company level; have the capability to adapt to demanding business environments;
- 4) generally unknown to the general public due to operating in the business to business sector;
- 5) companies exhibit consistent growth over the last decade.



# Quote of Danica Purg, one of the editors of the book “Hidden Champions in CEE and Turkey”

*“Who could imagine that in Central and Eastern Europe there are so many innovative companies with major global market shares in their respective fields of activities? Even OECD experts agree that this is incredibly positive news from this part of the world.” (Purg, 2011)*



# The current research aims – Hidden Champions (2018)

1. updating the information on “Hidden Champions” identified in the 2011 report, and adding information on new ones;
2. recognizing common characteristics of “Hidden Champions” and describing best practices and spotting main success factors;
3. pinpointing development needs of “Hidden Champions” in terms of management, financing or the regulatory environment;
4. the study will give insights into: 1) what are the leadership success factors; 2) what are the current business challenges; 3) what are the current management and leadership development needs and 4) how management education and business schools could help them in coping these needs.

Recommendations for HEIs.

# Geographical scope of the project on Hidden Champions (2018)

1. Albania
2. Belarus
3. Bulgaria
4. Bosnia and Herzegovina
5. China
6. Croatia
7. Estonia
8. Hungary
9. Kazakhstan
10. Kosovo
11. Latvia
12. Lithuania



13. Luxemburg
14. Macedonia
15. Moldova
16. Montenegro
17. Poland
18. Romania
19. Russia
20. Serbia
21. Slovakia
22. Slovenia
23. Turkey
24. Ukraine

# Research phases and key deliverables

## 1) Research phase I:

Data collection, interviews and country reports (deadline: October/November 10, 2018)

Researchers meetings (May 21-22 and October 15-16 2018)

**Deliverable: Report for EBRD**

## 2) Research phase II:

Transcription of interviews with the CEOs of the HC companies and preparation of country chapters (deadline: February 28, 2019)

**Deliverable: country chapters for the book**

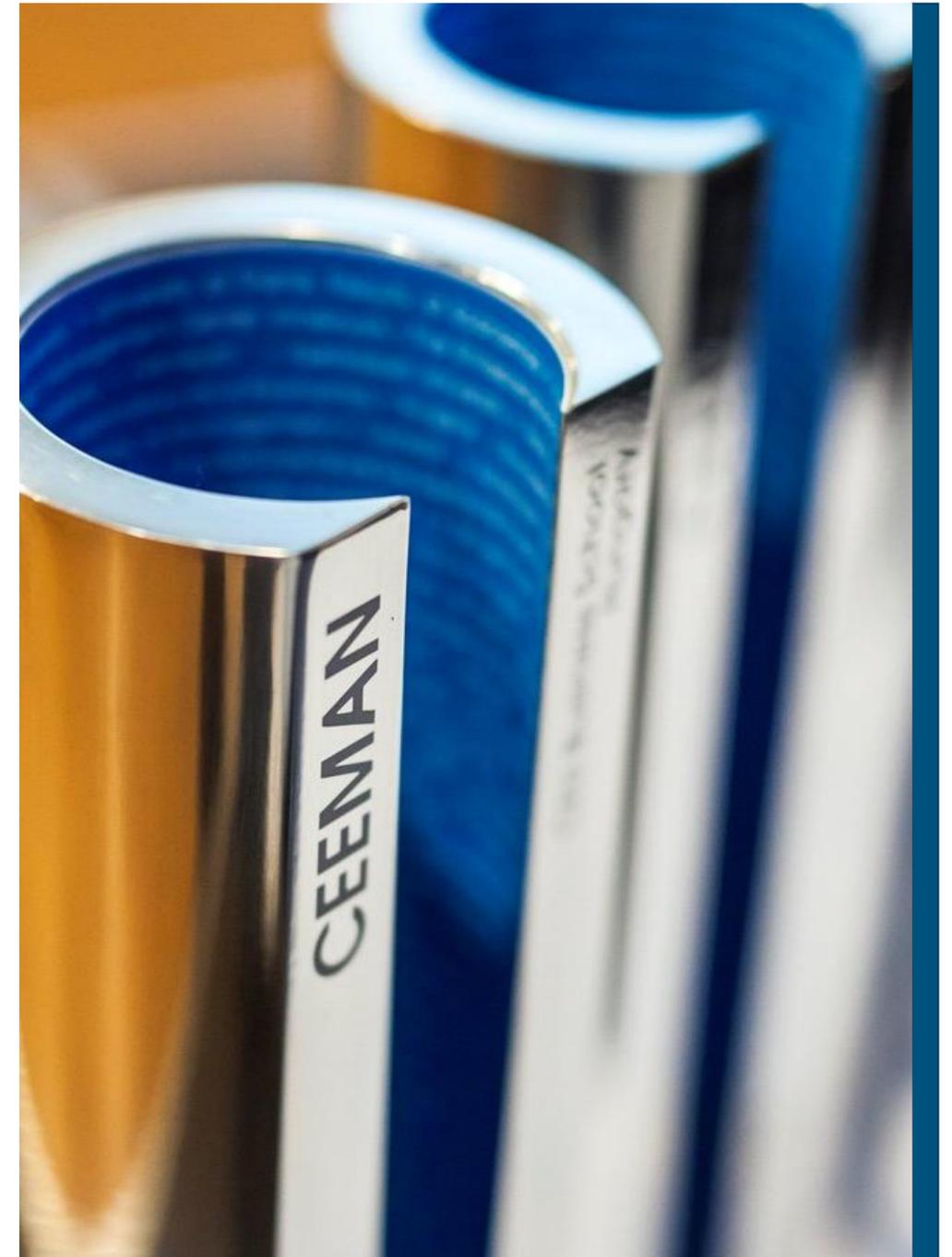
## 3) Research phase III:

Cross-country chapters for some of the research topics

**Deliverable: the book on HC companies and their needs**

# Added values?

- the CEE / SEE Region (inspiring stories)
- the business sector
- governments and financial institutions
- management education institutions



# What has been done so far?

- 1) 24 countries included in the research project
- 2) Research methodology
- 3) First meeting of the research partners in Bled (May 2018)
- 4) Interviews with „old“ and „new“ Hidden Champion companies
- 5) Online webinar in July 2018
- 6) Second meeting of the research partners in Bled (October 2018)
- 7) Scientific conference in China (October 2018)



*Only the best  
is good enough*

Prof. Danica Purg