 

**CALL FOR PAPERS**

***Hidden*** ***Champions in the Connected World***

**Oct. 22-Oct. 23, 2018**

**Zhejiang University, Hangzhou, China**

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| **Symposium Chairs** | |
| **Prof. Xiaobo Wu**  National Institute for Innovation Management (NIIM), Zhejiang University, China | **Prof. Danica Purg**  International Association for Management Development in Dynamic Societies (CEEMAN)  IEDC-Bled School of Management, Postgraduate Studies, Slovenia |

Looking at the list of the most admired companies in the world published annually by Fortune magazine, we may conclude that an excellent company must be a well-known corporate giant. Similarly, the majority of literature has focused on these larger companies, since much of their information was publicly available and their history was relatively easy to etch out. But, as economists recognized a long time ago, the engine of economic growth for many nations were the flourishing strata of small and medium-sized companies. We talk here about the fact that more than 95% of economic development in Germany and China depend on hidden champions. What are the lessons here? This question led to enhanced research endeavors in the field of hidden champions. Hidden champions, described by Hermann Simon as companies whose market dominance belies their low profiles, have been considered as an important issue in both business and the academic field in recent years. Despite the international interest in this topic, empirical research is astonishingly scarce, even in Germany. As a consequence, to the best of our knowledge, the factors that induce a company to be a hidden champion and how these firms develop in the connected world have not been empirically validated to date. We seek to showcase work that informs these issues. Topics of interest include, but are not limited to the following issues:

* Innovativeness as a key success factor for hidden champions
* Ownership of hidden champions
* Leadership of hidden champions
* Manufacturing capabilities and hidden champions
* Hidden champions in global market
* Financial aspects of hidden champion business models
* From hidden champions to corporate giants
* Hidden champions and sustainable development

**Timeline**

July 31, 2018: Deadline for full paper submission

August 31, 2018: Notifications of Symposium Review Committee decisions

September 20, 2018: Deadline for final paper submission

Paper is required to be submitted to: [hiddenchampion@zju.edu.cn](mailto:hiddenchampion@zju.edu.cn)

**Symposium Organization**

* National Institute for Innovation Management (NIIM), Zhejiang University, China
* International Association for Management Development in Dynamic Societies (CEEMAN), Slovenia
* School of Management, Zhejiang University, China

**Program Committee (Sort by the last name)**

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