



# **Hidden Champions of the Twenty-First Century: Success Strategies of Unknown World Market Leaders**

*Hermann Simon*

[Download now](#)

[Read Online ➔](#)

# **Hidden Champions of the Twenty-First Century: Success Strategies of Unknown World Market Leaders**

*Hermann Simon*

## **Hidden Champions of the Twenty-First Century: Success Strategies of Unknown World Market Leaders** Hermann Simon

Chapter 5: Customers, Products, Services . . . . .	129	Close Customer Relations . . . . .	
130 Customer Requirements. . . . .	134		
Dependence on the Customer and Risk Aspects . . . . .	135	Achieving Closeness to Customer . . . . .	
139 Product and Service Spectrum . . . . .			
144 Summary. . . . .	156	Chapter 6: Innovation . . . . .	
159 What Does Innovation Mean? . . . . .			
159 High Level of Innovativeness . . . . .	163	Driving Forces of Innovation . . . . .	
172 The Origin of Innovations. . . . .			
176 Leadership and Organizational Aspects of Innovation . . . . .	179	Summary. . . . .	
187 Chapter 7: Competition . . . . .			
191 Competitive Structure and Conduct . . . . .	191	The Hidden Champions in the Light of Porter's "Five Forces" . . . . .	
195 Competitive Advantages. . . . .			
197 Sustainability of Competitive Advantages . . . . .	203	Demonstration of Competitive Superiority . . . . .	
205 Competitive Edge and Costs . . . . .			
207 Sparring Partners for Competitive Fitness . . . . .	214	Excessive Competitive Orientation . . . . .	
217 Summary. . . . .			
218 Chapter 8: Financing, Organization, and Business Environment . . . . .			
223 Financing . . . . .			
224 Organization . . . . .	228	Contents ix Organization of the Value Chain . . . . .	
237 Business Environment . . . . .			
249 Entrepreneurial Clusters. . . . .	251	Summary. . . . .	
253 Chapter 9: Employees . . . . .			
257 Job Creation . . . . .	257	Corporate Culture . . . . .	
260 Qualifications and Learning . . . . .			
274 Creativity of Employees . . . . .	278		
Recruiting . . . . .	279	Summary. . . . .	
282 Chapter 10: The Leaders . . . . .	285		
Structures of Ownership and Leadership . . . . .	286	How Crucial Is Leadership? . . . . .	
289 Leadership Continuity . . . . .			
289 Young to the Top . . . . .	293	Powerful Women . . . . .	
294 Internationalization of Management . . . . .			
298 Personalities . . . . .	300	Leadership Styles . . . . .	
305 Management Succession . . . . .			
306 Summary. . . . .	310	Chapter 11: Hidden Champions: Audit and Strategy Development . . . . .	
315 What Is Strategy? . . . . .	315	Hidden Champion Strategy: For Whom? . . . . .	
316 Hidden Champions - Audits . . . . .	317		
Strategy Development . . . . .	325	Strategies for Value Propositions and Pricing . . . . .	
335 Organization and Implementation . . . . .			

## **Hidden Champions of the Twenty-First Century: Success Strategies of Unknown World Market Leaders Details**

Date : Published July 1st 2009 by Springer (first published January 1st 1996)

ISBN : 9780387981468

Author : Hermann Simon

Format : Paperback 402 pages

Genre : Business, Nonfiction, Management



[\*\*Download Hidden Champions of the Twenty-First Century: Success S ...pdf\*\*](#)



[\*\*Read Online Hidden Champions of the Twenty-First Century: Success ...pdf\*\*](#)

---

**Download and Read Free Online Hidden Champions of the Twenty-First Century: Success Strategies of Unknown World Market Leaders Hermann Simon**

---

# From Reader Review Hidden Champions of the Twenty-First Century: Success Strategies of Unknown World Market Leaders for online ebook

## Mike Klein says

Interesting book that is very similar in premise to Good to Great: Why Some Companies Make the Leap... and Others Don't, but focused on usually smaller and mostly European companies. The conclusions are well reasoned and documented and the lessons one can gain from this book are easily discoverable.

My one complaint is that it is not very readable. It is way too dense and repetitive. I found myself skipping paragraphs because the point had already been made and now was being belabored.

It still could be a valuable addition to your business library, but for reference use only.

---

## Sid says

Hidden Champions are definitely worth exploring. This book brings about brilliant points and takes into considerations companies operating in super niche markets and being world market leaders in those markets. Something I learnt long time ago and a huge an of ever since.

This book definitely took me a while to finish. It is pretty heavy and the author writes a lot of the point again and makes it pretty slow to read though a lot of the chapters. But reading it in short bursts over a period of time helped the ideas infiltrate my brains so it sticks!

---

## H?ng S?n says

G?n gi?ng nh? cu?n sách T? t?t ??n v? ??i, tác gi? tìm ki?m nh?ng chi?n l??c/mô hình/??nh h??ng làm n?n thành c?ng c?a nh?ng Công ty d?n ??u trong các l?nh v?c, th? tr??ng c?a h?. Tuy nhiên cu?n sách n?y ?ã ??a ra ??c nh?ng ?ánh giá, k?t lu?n m?t cách rõ ràng, tr?c di?n và mang nhi?u thông tin h?n so v?i cu?n T? t?t ??n v? ??i.

V?i nh?ng ai ?ang x?y d?ng ho?c l?nh ??o doanh nghi?p v?a và nh?, mu?n nghiên c?u nh?ng chi?n l??c kinh doanh và ph??ng pháp l?nh ??o d?n t?i thành công thì ?ây là m?t cu?n sách n?n ??c.

---

## Sid says

Excellent. Book. I really enjoyed reading this. If you've read Good to Great, or Small Giants by Bo Burlingham, you'll enjoy this.

---

## **Jaidev Shah says**

Worth reading for a small business owner

---

## **Kristi says**

I thought that the subject matter of this book was very interesting but that the content ended up being a little thin in the end. That might be unfair, since it is primarily marketed as a business strategy book, not as a work of social science. Basically, Simon looks at a group of small- to mid-sized companies that he calls "hidden champions," trying to deduce their strategies by looking at their commonalities and peppering the narrative with data from his interviews and surveys with companies from primarily German-speaking countries. Simon should get due credit for identifying and making the first inroads into describing this very interesting phenomenon. Since he first started this line of research over a decade ago, he also has the benefit of being able to track his existing set of champions over a period of time, which he does in this updated edition of the book. I thought the first few chapters were really fascinating, but things got a little repetitive after that. But I'm not trying to start or reform a company using his advice, so maybe I can't judge.

Recommended to people studying business, particularly those interested in entrepreneurship, small/medium enterprises, and globalization.

---

## **Katharine says**

As someone who is looking to start my own business this was an interesting read. It looks at the strategies, operations, and leadership of some of the world's most successful companies - many of which I was not familiar with. These companies defy many of the rules and principles that large corporations live by and succeed brilliantly. A must read for anyone interested in business management - should probably be read by many top executives today.

---

## **Ali says**

I couldn't get into this, so I gave it to my husband..

---

## **Harris Perlman says**

Lessons from the 'Hidden Champions' analyzed in this book could have easily been condensed into a much shorter text.

---

## **Kfir Pravda says**

## **Turning the non-sexy to sexy**

This book is analyzing an often overlooked segment, showing its strengths and potential, and helping highlighting its uniqueness. I couldn't find any resource that even comes close to this one.

---