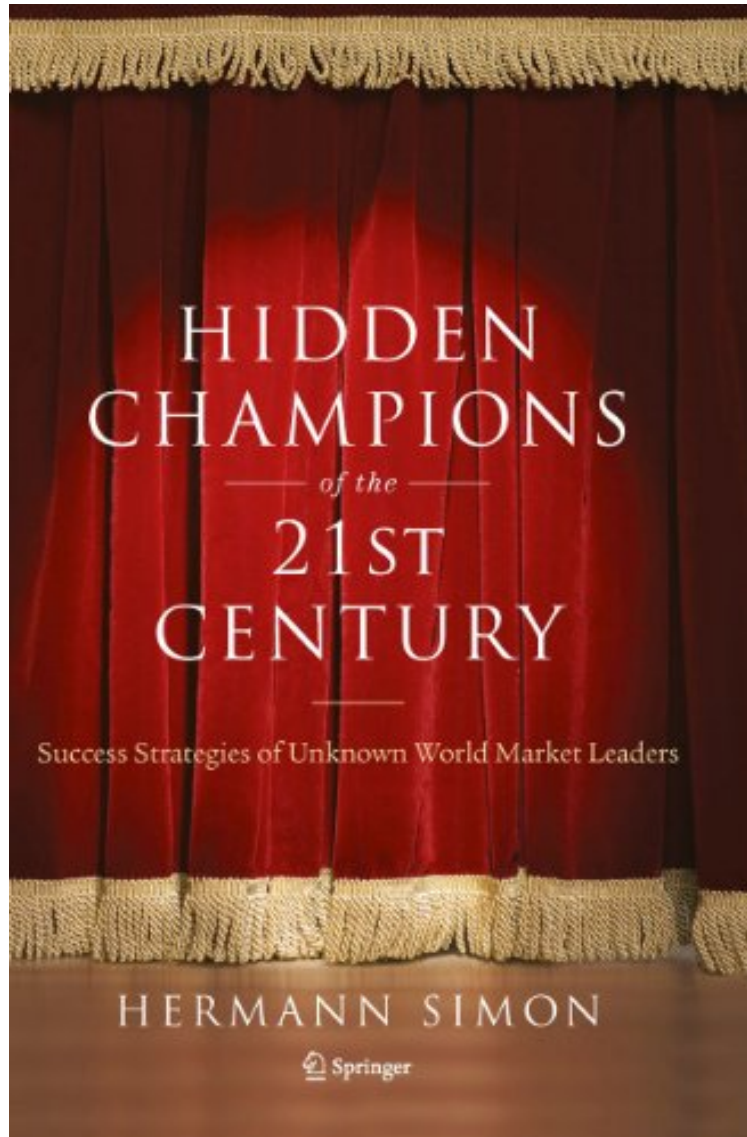


Hidden Champions of the Twenty-First Century

Hermann Simon

**Download PDF / ePub / DOC / audiobook / ebooks*



 Download

 Read Online

#494976 in eBooks 2009-06-10 2009-06-10 File Name: B008BBJDB2 | File size: 79.Mb

Hermann Simon : Hidden Champions of the Twenty-First Century before purchasing it in order to gauge whether or not it would be worth my time, and all praised Hidden Champions of the Twenty-First Century:

17 of 17 people found the following review helpful. Focus, Quality, Customer, Value, Global - Learn from the worldBy Steven ForthOne of my learning goals for the past few years has been to get a deeper understanding of successful businesses from around the world and to see what I can learn from these companies that I can apply to my own companies. Something of a nomad in my youth, I first engaged in business while living in Japan, so my early models of successful businesses were all Japanese. But I moved back to North America more than 20 years ago and

for the past three-years I have worked at a leading strategy consulting firm in Cambridge MA. Working at this company I realized that American models, frameworks and assumptions guided most of the work on business models and practices and that it takes a conscious effort to seek out models from other countries. This was the context for my decision to read Hermann Simon's book. I was richly rewarded. Dr. Simon provides a distinctly German perspective on what makes for a successful company, and he does this by studying what he calls "hidden champions", relatively small companies (say \$250 million to \$4 billion in revenues) that dominate their markets globally. Many of these companies come from Northern Europe where they leverage deep traditions of superb engineering, but there are examples from around the world. These companies seem to share some common characteristics: a narrow focus on a global market, technical leadership, close customer relationships, quality and value leadership (not the same thing as price leadership), strong internal cultures, long-term orientation. I personally was only aware of about 20% of the companies he discusses, and reading this book introduced me to many gems that are doing very interesting things: fabric company JAB Anstoetz (several members of my family are textile geeks so this was a good one for me), the lightening company Zumtobel, Burton Snowboards (OK, I know lots of people that ride the boards, but I knew little about the company), Enercon in wind energy (surprised I did not know this company), Givaudan and Fermentis in scents ... there are many fascinating companies discussed in this book. As I grow my own company (we are less than a year old as I write this) I will put in practice many of the ideas in this book: define a narrow market that we will grow and dominate, stay close to customers, go global early, strive for value leadership (value being the differentiated economic benefit we bring our customers), and build a strong company culture. If you are looking for a tonic to the stream of US-centric management books, this is an excellent place to begin.

1 of 1 people found the following review helpful. Excellent Guide to What Makes a Great Company By D. Genchev For decades, the author has observed small companies dominating their market niches. In the book, he describes what makes them superior even to sprawling corporations with infinitely more resources at their disposal. The hidden champions are mostly B2B enterprises that live by the following rules: 1. Focus (on the product/service you are best at) 2. Globalization (tight niches are not such a constraint if you go global) 3. Closeness to customer (the only way to be best and stay best at what you do) 4. Innovation (linked to #3, encouraged from the top and coming from the bottom) The book does a great job of uncovering and dissecting the hidden champions in business. My qualm is that the sample seems biased towards German companies.

0 of 0 people found the following review helpful. Ah Hermann Simon did a brilliant job unearthing information on very secretive companies that form ... By Customer Where to start. Ah Hermann Simon did a brilliant job unearthing information on very secretive companies that form the backbone of the German Economy. If your interest is in knowing what makes Germany Europe's powerhouse, this is definitely the book for you. He clearly elucidates the "mittelstand" and shows what makes these formidable companies lead the world in their niches. This book is an epiphany. Well to me it was. Very readable. I would definitely recommend it.

What do Tetra aquarium supplies, Elector-Nite sensors, and Nissha touch panels have in common? They are typical "hidden champions"; medium-sized, unknown companies that have quietly, under the radar, become world market leaders in their respective industries. Going deep inside more than a thousand hidden champions around the world, Hermann Simon reveals the common patterns, behaviors, and approaches that make these secretive companies successful by bucking today's management fads, and pursuing such common-sense strategies as focusing on core capabilities, establishing long-term relationships with customers, innovating continuously, rewarding employees for performance, and developing a global presence. In turbulent economic times, the hidden champions represent an antidote to the short-sighted and excessive practices that have brought many corporate giants crashing down, and may well serve as the new role models for sustainable economic growth.

From the reviews: "Hermann Simon's detailed study of Hidden Champions is phenomenal in its depth and rich coverage. These mid-size leaders carry lessons for large, medium, and small companies about the importance of focus, quality, service, innovation, and closeness to the customer, lessons that many of our largest Fortune 500 companies have forgotten." (Philip Kotler, S. C. Johnson Distinguished Professor of International Marketing, Kellogg School of Management, Northwestern University) "This book shows that the Hidden Champions of the 21st Century go their own ways. This exactly is their success secret." (Hans Riegel, Managing Director and Co-Owner, Haribo) "The Hidden Champions prove that even management in the 21st Century should be based on healthy common sense. By improving upon the small things every day, a company can ascend to world market leadership." (Reinhold Wuerth, Chairman of the Board, Wuerth Group, World Market Leader in Assembly Products) "The Hidden Champions go their own way. The secret to their success is common sense, vision and flexibility - qualities that aren't easy to find." (The Wall Street Journal) "In Simon's viewpoint, resistance to management fads is a strength, not a weakness. For decades the best companies have been thriving by eschewing complexity, avoiding diversification and focusing on their core skills. The rest of the world is only beginning to catch up." (The Economist) "Hidden champions" are virtually unknown to the public. What is the secret to their success and uniqueness? Hermann Simon has been researching and dissecting

these companies and their strategies for over 20 years. The targets of hidden champions are aimed at growth and market leadership. Hidden champions have created new competitive advantages in the form of advice and systems integration. hidden champions of the 21st century follow their own path and do so with more decisiveness and success than ever before." (German American Trade, September-October, 2009)"Hidden Champions of the 21st Century: Lessons from 500 of the World's Best Unknown Companies by Hermann Simon highlights low profile global businesses; leaders in their given markets. Simon, a visiting Professor at Harvard, claims that there is more to be learned from these "hidden" companies than those in the media limelight. The book is written for those who have a good grasp of management theory. " (Anoop Maini, Professional Manager, Vol. 18 (5), September, 2009)"Hermann Simon has been studying "Hidden champions" for more than twenty years. He mainly focuses on the influence of globalisation on these companies. "Hidden champions" are medium-sized, unknown companies that have become the market leaders in their industries. "Hidden champions" focus more on service, the needs and wants of customers and on excellent performance. This book was written for those who are interested in international business operations and for managers of all types of companies. " (Supply Chain Movement, October, 2009)"This is a book that deserves careful study. The material covered reinforces and confirms the evidence that underpins the author's original identification of the hidden champions. This book is a welcome and timely reminder of the need to get back to basics reinforced by numerous documented examples that demonstrate incontrovertibly and organisations that do so are most likely to succeed in achieving their goals." (Michael J. Baker, Journal of Customer Behaviour, Vol. 8 (4), 2009)"Must read book for growth firms wanting to dominate their industry is Hermann Simon's Hidden Champions of the 21st Century. Hermann Simon notes, based on his research of the world's top mid-market companies, that they almost always set-up wholly owned subsidiaries vs. licensing or joint venture relationships." (Ceo Brain Trust, January, 2010)"Throughout his book, Simon demonstrates how these and other hidden champions are able to focus and capture market share under the radar. Wrapping up Hidden Champions of the 21st Century with a clear description of the many lessons that can be learned from the hidden champions of the world, Simon goes beyond cheerleading for these marvelous companies and leads the way for other businesses to transform themselves into champions with a practical, advice-filled guide." (Soundview Executive Book Summaries, March, 2010)"An academic tome, Hidden Champions of the Twenty-First Century reads very much as a sequel and follow-up to an earlier work. The majority of this volume is taken with explaining and illustrating features of the various "Hidden Champions", and the world markets around them, with allusions that the study is on how these companies adapt and grow into a changing and changed world. thought-provoking book, and one I would recommend to business students, or the self-taught in the business world." (LibraryThing, December, 2009)"The book full of interesting ideas and very thought provoking. If you have or are planning a business of your own this will definitely give you ideas about looking for your niche and after finding it how to grow in it. " (LibraryThing, December, 2009)"This is a follow up to the author's earlier research published as Hidden Champions. He studies companies which are market leaders and in many cases secretive companies. I am a business analyst and adviser, this book is the rare business book which will have an immediate value to my consulting work in the insights and perspective it offers on how to build long lasting, profitable companies." (LibraryThing, February, 2010)"A very thorough review of the "hidden champion" marketplace. The author clearly knows this subject very well and covers all aspects of it. The topics are well discussed, with summaries and extensive notes for each chapter. The book is mainly written for the enterprise-level decision maker." (LibraryThing, February, 2010)"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. A must read for anyone interested in business management should probably be read by many top executives today." (GoodReads, March, 2010)"It is primarily a reference work. you can pick and choose your reading from the chapter headings. I recommend this book to business consultants, operating officers, small business owners, and anyone else that would like to see their business reach its potential." (LibraryThing, November, 2010)"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. It still could be a valuable addition to your business library. " (Mike Klein, Goodreads, July, 2010)From the Back CoverWhat do Tetra aquarium supplies, Elector-Nite sensors, and Nissha touch panels have in common? They are typical "hidden champions," medium-sized, unknown companies (with annual revenues under \$4 billion) that have quietly, under the radar, become world market leaders in their respective industries. Hermann Simon has been studying these hidden champions for over 20 years, and in this sequel to his worldwide bestseller, Hidden Champions, he explores the dramatic impact of globalization on these companies and their outstanding international success. Going deep inside more than a thousand hidden champions around the world, Simon reveals the common patterns, behaviors, and approaches that make these companies successful, and, in many cases, able to sustain world market leadership for generations, despite intense competition, financial pressures, and

constantly evolving market dynamics. In the tradition of *In Search of Excellence*, *Built to Last*, and *Good to Great*, Simon identifies the factors in business operations, customer service and marketing, innovation, human resources management, organizational design, leadership, and strategy that separate these outstanding performers from the rest of the pack and from the large corporations of the day. In the process, he provides a glimpse behind the curtains of many secretive companies who buck today's management fads, and succeed instead through such common-sense strategies as focusing on core capabilities, delivering real value to the customer, establishing long-term relationships, innovating continuously, rewarding employees for performance, decentralized operations, and developing an unparalleled global presence. Hidden champions teach us that good management means doing many small things better than the competition quietly, with determination, commitment, and never-ending stamina. And in turbulent economic times, the hidden champions represent an antidote to the short-sighted and excessive practices that have brought many corporate giants crashing down. The hidden champions provide invaluable lessons for all stakeholders in the business community, from entrepreneurs to corporate managers, investors to employees, union organizers to regulators, advanced and emerging countries and may well serve as the new role models for sustainable economic growth in the globalized world of the future.

About the Author Hermann Simon is Chairman of Simon-Kucher Partners, Strategy Marketing Consultants, with 18 offices in Europe, Asia, and the United States. He is an expert in strategy, marketing and pricing, advising clients and speaking to business organizations worldwide. Prior to taking on consulting full-time, he was a professor of business administration and marketing at the Universities of Mainz and Bielefeld, and has served as a visiting professor at many universities, including Harvard Business School, London Business School, INSEAD, Keio University, Stanford, and MIT. Named one of Europe's most influential management thinkers, he has served on the boards of numerous journals, including the *International Journal of Research in Marketing*, *Management Science*, and *European Management Journal*, and has published over 30 books, including the worldwide bestseller, *Hidden Champions* (1996), *Power Pricing* (1997), and *Manage for Profit, Not for Market Share* (2006).