

CHALLENGING QUESTIONS FOR CEOS

- » How do I manage the transition from a medium-sized company to a global player?
- » How can I effectively prepare managers for new positions and successfully manage the transitions to our board of directors/management?
- » How do I best acquire knowledge and a better feel for a family business?
- » How do I prepare the company for the changes brought about by technological change and digitalization?
- » How can I successfully exercise my role in the long term with regard to the different interests of shareholders, advisory boards, colleagues, and employees?
- » How do I manage two cultures – the one in our core business and the one in our new business?
- » Which organizational model is the most suitable for our future?

CHALLENGING QUESTIONS FOR THE NEXT GENERATION

- » What belongs to the long-term sustainability of a company?
- » How can our company be and remain meaningful?
- » How can I encourage and succeed with diversity and inclusion in the workplace?
- » How can I successfully combine family and career?
- » Which skills and knowledge will support my future role as manager or shareholder?
- » Who can explain political changes that influence our markets?
- » How do I build a network that can help me with my questions?

ABOUT ESMT BERLIN

ESMT Berlin is the highest ranked business school in Germany and Top 10 in Europe. Founded by 25 leading global companies, ESMT offers masters, MBA, and PhD programs, as well as executive education on its campus in Berlin, in locations around the world, and in online blended format. Focusing on leadership, innovation, and analytics, its diverse faculty publishes outstanding research in top academic journals. Additionally, the international business school provides an interdisciplinary platform for discourse between politics, business, and academia. ESMT is a non-profit private institution of higher education, accredited by AACSB, AMBA, EQUIS, and FIBAA.

CONTACT

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KNOWLEDGE, PEOPLE, NETWORKS

SOLUTIONS FOR MEDIUM-SIZED COMPANIES
IN CHALLENGING TIMES



FOREWORD



As a hidden champion, your company plays a leading role on national and world markets. In this context, regularly promoting your business in the rapidly changing market environment is vital to future competitiveness and viability – for both employees and the generations to follow. The challenges are considerable. And as our discussions with entrepreneurs, board chairs, and heirs have shown, there are often more questions than answers.

ESMT Berlin wants to work with you to discover answers and develop solutions. Backed by a non-profit foundation established by 25 German companies in 2002, the university is now recognized worldwide. ESMT faculty and programs attract young professionals from all over the world, and offers top executive education based on its broad knowledge and international network.

We are happy to support you in planning for the future while keeping established traditions and proven success factors. To this end, our Hidden Champions Institute (HCI) develops tailor-made training programs, furthers cutting-edge research, and holds regular networking events with medium-sized companies.

We look forward to working with you.

Jörg Rocholl

President, ESMT Berlin
Director, Hidden Champions Institute

YOUR QUESTIONS

CHALLENGES FOR COMPANY OWNERS AND SHAREHOLDERS

- » How can I prepare family members for their future roles in the company?
- » How can we retain skilled workers over the long term?
- » How do I digitize products in the classic core business?
- » How do I create a “new” corporate culture for innovation in the digital markets while managing our core business with a proven corporate culture?
- » Which tools and strategies help me to recognize who in the family has the best qualifications to carry out operational management and to take on social responsibility?
- » How do I successfully integrate non-family executives?
- » How do I pursue long-term personnel development at all levels?

„There is no other academic institution that understands the pulse of the German, family-run middle class and hidden champions better than ESMT. Innovation, inspiration, networking platform – a university that is tailor-made for our needs“

Ayla Busch, Co-CEO and Co-owner,
BUSCH SE, Chairwoman of the Supervisory Board of Pfeiffer Vacuum Technology AG

OUR METHODOLOGY

The **Hidden Champions Institute (HCI)** was founded at ESMT Berlin in close cooperation with companies and is the first institute of its kind worldwide. In our executive education programs, we impart practical knowledge for and about hidden champions. Our seminars are conducted by renowned experts and are characterized by a strong link to practice. We focus on your practical challenges and work with you to find answers to your questions

- » practical and scientifically relevant research for and about hidden champions
- » transfer of practical knowledge in executive education programs
- » regular conferences and events as an independent platform for networking

HCI FOCUSES ON SIX TOPICS:

- innovation
- digitalization
- internationalization
- corporate management
- strategy
- organization and personnel management

OUR BOARD

The HCI is supported by a high-ranking advisory board:

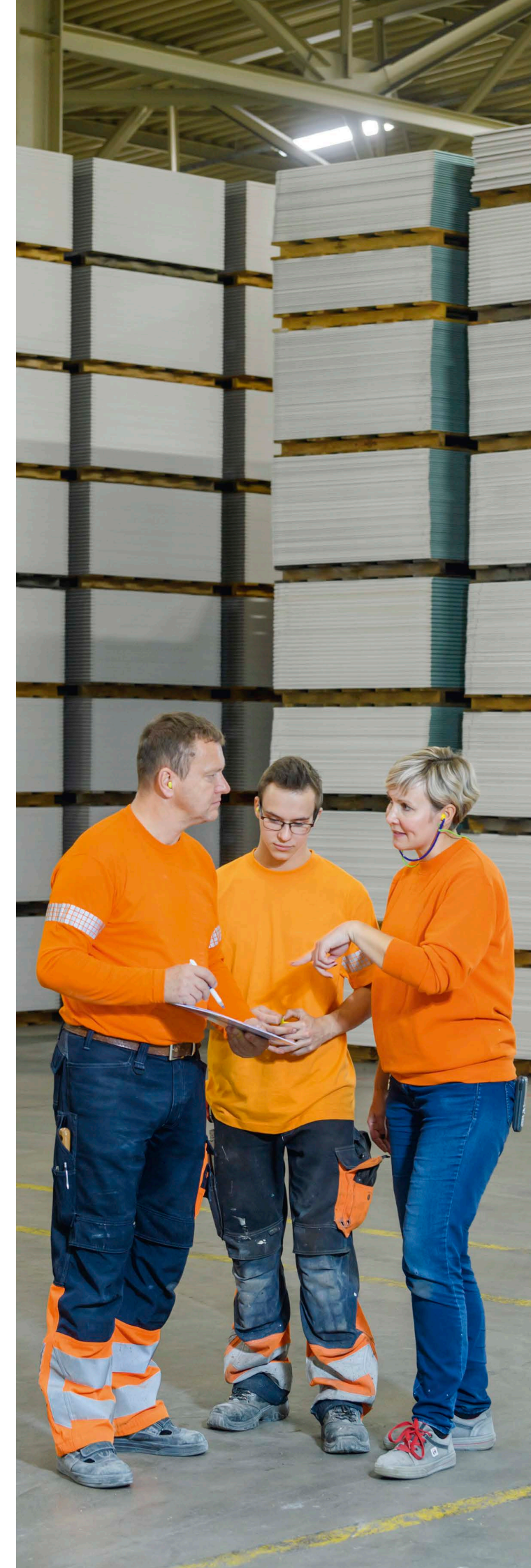
Alexander Knauf, Managing Partner, Gebrüder Knauf KG,
Chair of the HCI Advisory Board

Ingeborg Neumann, Founder and Managing Partner,
Peppermint Holding GmbH, Vice President BDI, Deputy
Chair of the HCI Advisory Board

Dr. Andreas Maurer, Senior Partner and Managing
Director, The Boston Consulting Group, Deputy Chair of
the HCI Advisory Board

Prof. Dr. Jörg K. Ritter, Senior Partner, Egon Zehnder
International GmbH, Deputy Chair of the HCI Advisory
Board

The members of the advisory board are executives from family-run companies and associations from politics and science. New members and sponsors are always welcome.



OUR ACTIVITIES

Chairperson Day

Networking, information exchange, exchange platform: once a year, supervisory board chairs of medium-sized companies meet and discuss current challenges in a closed circle at a company. Please contact us if you are interested in participating.

CEO Conference

At the CEO Conference, board members and managing directors receive the latest scientific findings and new perspectives. They also engage in discussions with peers, experts, politicians, and international students.

CEO Panel

The aim of the CEO Panel is to examine the factors that make hidden champions so successful. It also aims to achieve a deeper understanding of the key success factors in the age of digital transformation.

C-Level Program

The C-Level Program is aimed at board members and managing directors of medium-sized companies who would like to receive new impulses and engage in practical exchange with peers, speakers, and experts. The two modules in Tel Aviv and Berlin focus on topics such as innovation, new (digital) business models, and organizational transformation.

NextGen

Continuously recharge international knowledge: The next generation of medium-sized, family-owned companies is usually internationally educated and is looking for peer-to-peer networking and international connections to the latest scientific findings. A seminar is being developed for this purpose.

“Don’t stop, keep developing – this has always been central for every company! In today’s complex world with its high dynamics and great changes, it is even more essential not to remain stagnant in one’s knowledge, to discover new perspectives and to comprehend changes. This applies to everyone at every career level, including the shareholder!”

Alexander Knauf, Managing Partner,
Gebrüder Knauf KG and
Chair of the HCI Advisory Board

WHO ARE THE HIDDEN CHAMPIONS?

Hermann Simon introduced the concept of hidden champions in 1990 as a category for describing growing companies of the German “Mittelstand.” Companies in this category:

- » have an annual turnover of usually less than €5 billion,
- » are among the three largest market leaders on the world market or, within their niche, are the number 1 on their continent, and
- » are not well known among the general public.

The ambition for market leadership, the focus on a niche, and globalization are additional fundamental characteristics.

STATISTICS ABOUT HIDDEN CHAMPIONS

€ 326
MILLION IN AVERAGE
YEARLY REVENUE

2,037
EMPLOYEES ON
AVERAGE

> 80%
FAMILY-RUN
ENTERPRISES

61 YEARS
OLD,
ON AVERAGE

25%
RETURN ON EQUITY

14%
RETURN ON CAPITAL
EMPLOYED

11%
RETURN ON SALES

These figures refer to Germany
(Hermann Simon, 2012).