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CORPORATE PORTRAITS

Portrait of a Hidden Champion

Doppelmayr dominates ropeway engineering

Doppelmayr Seilbahnen GmbH is the epitome of a Hidden Champion. The corporation possesses an impeccable heritage of corporate success and astute management. The Doppelmayr family own and manage the global corporation dominating ropeway engineering and technology. Engineering excellence provides the foundation for creating fine transport. The majority of customers are government agencies and corporate clients. Global markets provide a strategy to maintain stable corporate success and expansion.

Doppelmayr is the global leader in ropeway engineering and technology. Doppelmayr creates the finest transport for winter and summer tourist locations and urban environments. The corporation achieved an eight percent increase in annual revenue to EUR 858 million in 2013-2014. 14,600 ropeway installations were completed on six continents and 89 countries at the end of 2013-2014. A corporate subsidiary or agency is located in 37 countries. The enterprise manages 2,452 employees globally. 1,265 are employed in Austria. 90 Austrian and 28 Swiss apprentices were employed during 2013-2014.

The corporation has a distinguished heritage of creating excellent goods for more than 120 years. Konrad Doppelmayr established the enterprise in 1892 after purchasing a mechanical press forge from Josef Anton Dür in the town of Wolfurt in the Austrian province of Vorarlberg. The enterprise concentrated on toolmaking and mechanical repair. The corporation began constructing lifts after tourism flourished in the luxurious resorts of Lech am Arlberg and Zürs am Arlberg in the 1930s. Alpine skiing was no longer the preserve of the wealthy elite. The demand for infrastructure and access to mountains resulted in Doppelmayr creating a practice ski lift in Zürs am Arlberg in 1937. The lift was 390 metres long and featured a vertical increase of 150 metres. The hourly capacity of the lift was 420 passengers.

The Doppelmayr and Garaventa merger transformed the corporation. In 2002, Doppelmayr and Garaventa, a Swiss rival created a new corporate group. Karl Garaventa established Garaventa in 1928 in Immensee, Switzerland. The corporation began constructing small material and passenger ropeway projects. By 2002, Garaventa established a reputation for excellent engineering and design. Wolfurt remains the global focus for Doppelmayr's expertise in continuous movement ropeway while Goldau remains the centre for Garaventa's reversible

aerial tramways. The global headquarters is located in Wolfurt. Doppelmayr is the largest ropeway manufacturer in the world dominating sixty percent of the global market.

A Hidden Champion is a distinguished corporation not recognised by the public outside Austria. Professor Georg Jungwirth investigated 190 Austrian Hidden Champions. The corporations are ranked within the first three positions in global and or European markets. Mittelstand corporations constitute the overwhelming majority of enterprises investigated. Most of the corporations are privately owned by an entrepreneur or family and dedicated to creating the finest goods or services. Executives pursue long term objectives of sustainable profitability and investing in the corporation. Executives at public corporations can be distracted by demands from institutional investors, short term profit and revenue. Corporate clients tend to purchase goods or services provided by Hidden Champions. Appealing to corporate clients rather than consumers reduces public recognition.

Intellectual capital provides the foundation for the corporation. Engineering excellence is evident in the excellent qualifications and skills of apprentices, engineers and management. Engineering and technical expertise creates bespoke installations for clients. Research and development is a strong factor in the corporate culture. It is necessary to satisfy client expectations. Clients can purchase a variety of products. Funicular railways can be constructed in the mountains, cities or country. Ropeway technology can overcome changes in gradient and curves. Haul rope propels the carriages. Reversible aerial tramways travel across valleys, ravines, glaciers and rivers. Reversible movement is the most important function of the transport.

Engineering innovation incorporates five subsidiaries to maintain corporate success. Doppelmayr Cable Car GmbH constructs cable cars using cable propulsion technology. Clients are airports, amusement parks, resorts, campuses and urban railways. Doppelmayr Transport Technology GmbH develops and designs material transport systems to move zinc concentrate in Greenland, bauxite in Jamaica or automobiles in Slovakia. Doppelmayr acquired CWA Constructions SA/Corp in 2001. It constructs aerial tramway and cable railway. Input Projektentwicklungs GmbH is based in the Austrian province of Salzburg. The enterprise develops and designs sustainable theme worlds and concepts. It completed more than 110 projects in 20 countries. LWT Intralogistics GmbH manufactures stacker cranes and conveyor system components to fulfil ropeway technology. It completed more than 850 projects since 1981.

Mittelstand executives are motivated by an extraordinary desire to succeed. The Vorarlberg phrase "Schaffa, schaffa, Hüsle bauer" applies to Michael Doppelmayr, the chief executive officer of the family corporation. The expression evokes commitment to achievement. His commitment to excellence, effort and precision govern the corporation. Professor Jungwirth discovered employees respond positively to the tenacity and high energy of executives managing Mittelstand corporations. Employees exhibit high motivation and identify strongly with the corporation. The economic performance of the corporation remains strong. The corporation generated annual revenue of EUR 618 million and managed 2214 employees in 2010-11. It increased annual revenue to EUR 858 million and 2452 employees in 2013-14.

Global markets provide opportunities for corporate growth and success. Vorarlberg provided the market for the corporation during the late nineteenth and early twentieth centuries. Stable corporate growth allowed Doppelmayr to expand to other Austrian provinces and Europe. Although the intellectual and corporate foundation remains in Wolfurt the corporation is committed to global organic growth. Two projects demonstrate the corporation's expertise and technological innovation in different countries. Doppelmayr constructed forty ropeway installations for the 2014 Winter Olympics in Sochi, Russia. The 3S lifts can carry passengers and automobiles. The largest urban ropeway network can be found in La Paz, Bolivia. The Austrian corporation constructed a ropeway connecting La Paz to the larger city of El Alto in 2014. The three ropeway lines consist of almost 10 kilometres of ropeway and eleven stations. 3000 passengers an hour can travel in either direction.

Doppelmayr is an accomplished Mittelstand corporation. It is a Hidden Champion renowned for engineering expertise and innovation. Intellectual capital and technical expertise provides the foundation for manufacturing the finest ropeway technology and transport. Excellent management and highly skilled and committed employees provide a corporate culture motivated to achieve success. The corporation has expanded beyond the Austrian market to become the global leader. Global expansion provides the foundation for future growth and stability.