



# Summary

## Gazelles

### Contact

Hendrik Delagrangé - + 32 2 209 01 67 – [hdelagrangé@serv.be](mailto:hdelagrangé@serv.be) or [serv@serv.be](mailto:serv@serv.be)

Gazelles are companies that are growing quickly according to a number of economic parameters. They are seen as the driving forces in the economy. At the first sight, however, they look a lot like any other company: they are present in all sectors, with even a light over-representation in industry, they are not especially young (their average age is 5 to 6 years higher than average) and they are not small or very large: 80% of gazelles have 10 to 199 employees.

Thus, gazelles are seldom high-tech start-ups. But they are all innovative, and there are many that apply (high) technological innovations in their product or service, without necessarily having developed this technology themselves.

The gazelles' success lies in their marketing and business strategy. The Gazelles succeed in detecting a new evolution in the market, in order to find and seize opportunities. The market insights or possibilities are provided by other companies, or arise from partnerships. Thus, often it is not possible to unambiguously point to an innovation moment: the innovation often emerges from a combination of the availability of a new technique of technology, the economic environment and demand. Then there is the entrepreneurial aspect, which leads to a business strategy explicitly aimed at growth. The strong desire to grow is accompanied by a willingness on the part of the entrepreneur to let go of daily production at a certain point: the entrepreneur wins out over the craftsman.

A growing company, which often has a somewhat organic, spontaneous structure, will introduce more structure, hierarchy and standardisation over time in order to ensure adaptability. For gazelles that have been around longer and have a bureaucratic structure, the new start through which they became a gazelle is often an occasion for reorganization. This can be a structure that is more appropriate to social innovation, but often the organisational structure remains the same. However, remarkably often, an appeal is made to competency management to meet the new challenges in terms of HR.

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