

RACK BORPELE

IKEL738

Samsung Electronics: Analyzing Qualitative Complaint Data

We must understand variation.

—W. Edwards Deming.

April 3, 2012, found Samsung Electronics quality director Kevin Sami wondering what he could do to stop the flow of bad news coming to his department. Over the past few weeks the company had experienced a series of quality-related problems; the recall of one of its LCD TV models was the most recent setback. To Sami it was clear there was no single root cause behind these problems: Samsung's supply chain management, product design, and testing/quality assurance functions all played a role.

At a meeting the previous week Sami had been shown comments about Samsung products posted on the website ConsumerAffairs.com (see Exhibit 1). Although he was familiar with Samsung's customer complaint database, he was surprised at the number of—and emotion behind—the website postings. Although he had the means to influence corrective action for internal problems, Sami felt powerless to address this public perception of Samsung's products, which he worried might touch off a social media—fueled public relations firestorm that would make his job more difficult.

He wanted to analyze this qualitative feedback, but Sarni's experience was limited to quantitative manufacturing data. An internal Six Sigma Black Belt consultant suggested he start by creating an affinity diagram and use that to create a Pareto diagram to determine which issues to address first.

Sami realized he would be leaving his comfort zone: engineering analyses were typically black-and-white and focused on data, but the feedback from ConsumerAffairs.com was full of emotion and conjecture with few verifiable facts. He took a stack of Post-it notes from his desk drawer and began creating his first affinity diagram.

Samsung Electronics

Samsung Electronics was a subsidiary of the Samsung Group and had been the world's largest technology company by revenues since 2009. Headquartered in South Korea, Samsung Electronics employed approximately 221,000 people and had assembly plants and sales networks in 61 countries.

⁰²⁰¹³ by the Kellings School of Management at Northwestern University. This case was prepared by Professor Jack Bocppfe. Cases are developed solely as the basis for class discussion. Cases are not intended to serve as endorsements, sources of primary data, so illustrations of effective or ineffective management. To order copies or request permission to reproduce materials, call 800-543-7685 for 617-780. Outside the United States or Canada) or e-mail custserv@blop.harvard.edu. No part of this publication may be reproduced, stored in a retrieval system, used in a spreadshoot, or transmitted in any form or by any means—electronic, mechanical, photocopying, recording, or otherwise—without the permission of Kellings Case Publishing.

Samsung Electronics Harvard Case Study Analysis

Jaeyong Song, Kyungmook Lee

Samsung Electronics Harvard Case Study Analysis:

The Samsung Way: Transformational Management Strategies from the World Leader in Innovation and Design Jaevong Song, Kyungmook Lee, 2014-08-22 An insider s account of the management principles driving one of the world s most innovative companies Twenty years ago few people would have predicted that Samsung could transform itself from a low cost original equipment manufacturer to a world leader in R D marketing and design with a brand more valuable than Pepsi Nike or American Express Based on ten years of research inside Samsung and interviews with 80 of Samsung s top executives The Samsung Way tells the compelling story of how Samsung has grafted Western business practices onto its essentially Japanese system combining its low cost manufacturing prowess with an ability to bring high quality high margin branded products swiftly to market Jaeyong Song is Professor of Strategy and International Management at Seoul National University SNU He received his Ph D at the Wharton School University of Pennsylvania Kyungmook Lee is Professor of Organizational Behavior and Human Resource Management at Seoul National University Business School where he currently serves as Senior Associate Dean for academic affairs He received his Ph D at the Wharton School University of Pennsylvania Products Al Iannuzzi, 2024-08-21 Sustainability and its competitive advantage are the goals of every company and any brand that wants to stay successful in the marketplace Customers also gravitate to brands that manage sustainability issues well Greener Products The Making and Marketing of Sustainable Brands written by a renowned sustainability expert continues to address the latest developments in the extremely fast moving field of sustainability. The third edition is thoroughly updated introduces new case studies and includes a new chapter on green marketing With over 40 case studies it explores the best practices of leading global companies and helps readers learn what it is that makes them successful New in the Third Edition Presents in a practical way the best practices of sustainable brands in a global economy Addresses the most current sustainability topics like circular economy plastics in the environment biodiversity climate change green chemistry etc Includes current marketing information on consumer trends to purchase greener products Incorporates the latest pressures on companies to address sustainability retailer programs business to business expectations ESG raters rankers and stock funds Covers best practices of companies from various industries on how to make and market greener products Provides current tools for making products more sustainable and methods on how to market sustainable improvements Includes lecture slides available upon request for use in the classroom This book serves senior undergraduate and graduate students in programs focused on sustainability as well as academics and corporate sustainability leaders The previous versions have been used to teach courses on sustainability product improvement introduction to sustainability green marketing and sustainability and sustainability policy Any university that teaches a course on sustainability and any company or individual interested in making and marketing more sustainable products would benefit from the new edition of this book Ouality Management in Engineering Jong S. Lim, 2019-07-30 This book introduces fundamental advanced and future oriented

scientific quality management methods for the engineering and manufacturing industries It presents new knowledge and experiences in the manufacturing industry with real world case studies It introduces Quality 4 0 with Industry 4 0 including quality engineering tools for software quality and offers lean quality management methods for lean manufacturing It also bridges the gap between quality management and quality engineering and offers a scientific methodology for problem solving and prevention The methods techniques templates and processes introduced in this book can be utilized in various areas in industry from product engineering to manufacturing and shop floor management This book will be of interest to manufacturing industry leaders and managers who do not require in depth engineering knowledge It will also be helpful to engineers in design and suppliers in management and manufacturing all who have daily concerns with project and quality management Students in business and engineering programs may also find this book useful as they prepare for careers in the engineering and manufacturing industries Presents new knowledge and experiences in the manufacturing industry with real world case studies Introduces quality engineering methods for software development Introduces Quality 4 0 with Industry 4 0 Offers lean quality management methods for lean manufacturing Bridges the gap between quality management methods and quality engineering Provides scientific methodology for product planning problem solving and prevention management Includes forms templates and tools that can be used conveniently in the field The Invisible Threads of Marketing Shivam Singh, 2025-08-27 The Invisible Threads of Marketing is a strategic story driven guide to building brands that resonate in today s complex marketplace Blending sharp insights with uniquely Indian metaphors from nukkad nataks to ant colonies this book simplifies the chaos of marketing into clear actionable ideas Across fifteen fast paced chapters it covers everything from consumer psychology and segmentation to branding pricing innovation content and digital strategy Designed for marketers entrepreneurs and curious learners alike it draws from real world scenarios and cultural nuances to help you connect the dots between timeless human behaviour and modern marketing techniques Whether you re planning a campaign launching a product or sharpening your brand s purpose this book equips you with practical frameworks fresh perspectives and thought provoking questions It s not about textbook jargon it s about what actually works in the field Discover the invisible threads that turn ideas into impact and brands into belief systems **The Evolution of Tiger Management** Martin Hemmert, 2017-10-19 Throughout the last several decades Korean companies have become strong global competitors in a wide range of manufacturing industries How did they achieve this exceptional performance The Evolution of Tiger Management uncovers the secret of their success through a comprehensive analysis of Korean style management It explains how it has developed why it works so well what non Koreans can learn from it and what Korean companies need to do to stay competitive in the future This book is an extended and significantly updated new edition of Tiger Management Korean companies on world markets Routledge 2012 It tells the remarkable stories of how Korean firms seemingly coming from nowhere have successfully challenged their Western and Japanese competitors globally A new chapter highlights the rise of

Korean venture firms and start ups Next the essence of Tiger Management is analyzed by showing that it consists of an effective combination of business strategy leadership and human resource management practices Finally the evolution and future of Tiger Management is discussed by showing how Korean companies have adapted to changes at home and abroad and how non Korean companies can adopt Tiger Management A new final chapter discusses the way forward for Korean companies *Innovation and Strategy* Rajan Varadarajan, Satish Jayachandran, Naresh K. Malhotra, 2018-06-29 This volume focuses on substantive issues in innovation marketing strategy and the nexus of innovation and marketing strategy

Decision Support Systems and Electronic Commerce ,2002-05 Samsung Electronics Jordan Siegel, James Jinho Current Law Index ,2004 The Economics of Technology Transfer Sanjaya Lall, 2001 This is a selection Chang, 2005 of articles in the field of technology transfer The volume focuses on issues facing developing countries in the context of rapid technical change globalization of production and the international spread of innovation Hitotsubashi Journal of Economics, 2008 Samsung Electronics and the Struggle for Leadership of the Electronics Industry Anthony Michell, 2011-09-29 This book views Samsung Electronics in terms of corporate life cycle as well as product portfolio and strategy It also examines the issues Samsung faces as it proceeds further into the 21st century Written from the perspective of an experienced commentator on Korean and global business this book presents not simply a narrative or an adulatory and uncritical account of Samsung's rise but a considered analysis of the secrets of success that both business students and CEOs will want to read and consider applying to their own companies Report of the Special Rapporteur on Contemporary Forms of Slavery, Including Its Causes and Consequences United Nations. General Assembly, 2015 **Electronics** Tony Michell, 2010-06-28 This book views Samsung Electronics in terms of corporate life cycle as well as product portfolio and strategy It also examines the issues Samsung faces as it proceeds further into the 21st century Written from the perspective of an experienced commentator on Korean and global business this book presents not simply a narrative or an adulatory and uncritical account of Samsung s rise but a considered analysis of the secrets of success that both business students and CEOs will want to read and consider applying to their own companies *Iournal of Communications* and Networks .2009 Samsung Electronics Co Anna Harrington, 2004 **I-ways** ,1998 **Technology Transfer and International Production** Jin W. Cyhn, 2002 This book analyses the technology development efforts of Korea's electronics industry the country's largest exporter It asks how the Korean electronics industry was able to develop both in terms of production and technology despite low inflows of licensing and foreign direct investments The books argues that the key to its spectacular growth has been through its participation and learning from an inter firm arrangement called original equipment manufacturing arrangement OEM A number of firm level case studies on the Korean electronics industry support this argument The role of the government especially related to its technology policy has also been analysed The government was effective in providing financial incentives for the firms technological upgrading efforts but its supplying of direct

technological assistance had limited success Overall this book argues that contrary to many previous studies the role of multinational enterprises has been significant in the development of Korea's electronics industry and that they have acted as a technological tutor for Korea through OEM P xiv tributors world 0 Foreign Investment in Latin America and the Caribbean 2006 United Nations. Economic Commission for Latin America and the Caribbean,2007 This is the latest in a series of annual reports on recent trends and developments in relation to foreign direct investment FDI and investment strategies in Latin America and the Caribbean region The main message of this year's report is that active and integrated FDI attraction policies linked to national development strategies are necessary to secure quality FDI These lessons are drawn from policy practices in the more successful European and Asian countries which contrast with the more passive and disconnected FDI attraction policies evident in Latin America and the Caribbean The 2006 report also contains chapters that analyse the experiences of two relatively small investor countries in Latin America and the Caribbean the Republic of Korea and Portugal Who's Who in Finance and Industry, 1989-1990 ,1989-09

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