



Samsung Electronics: Analyzing Qualitative Complaint Data

We most understand variation.

—W. Edwards Deming

April 3, 2012, found Samsung Electronics quality director Kevin Sarni 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 Sarni 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 Sarni 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, Sarni 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.

Sarni 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.

Samsung Electronics Case Study Harvard

**Anil K. Gupta, Vijay
Govindarajan, Haiyan Wang**



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Samsung Electronics Jordan Siegel, James Jinho Chang, 2005 **Strategic Management** Jeffrey H. Dyer, Paul C. Godfrey, Robert J. Jensen, David J. Bryce, 2020-01-29 Strategic Management delivers an insightful clear concise introduction to strategy management concepts and links these concepts to the skills and knowledge students need to be successful in the professional world Written in a conversational Harvard Business Review style this product sparks ideas fuels creative thinking and discussion while engaging students via contemporary examples innovative whiteboard animations for each chapter outstanding author produced cases unique Strategy Tool Applications with accompanying animations and Career Readiness applications through author videos **Tiger Management** Martin Hemmert, 2012-10-02 Throughout the last several decades Korean companies have entered the world markets in a wide range of manufacturing industries with great success How did they achieve this exceptional performance This book uncovers the secret of their performance through a comprehensive analysis of the Korean management system It explains to an international audience how it has developed why it works so well and what non Koreans can learn from it The book analyzes the management of Korean firms from three different perspectives First a historical perspective is applied by showing how Tiger Management has emerged and how it has been continuously advanced over the last 50 years The breathtaking stories of how Korean companies seemingly coming from nowhere have challenged their Western and Japanese competitors on the world markets are told Second the cornerstones of Tiger Management are analyzed from a functional viewpoint showing that the success of Korean companies rests on a smart combination of business strategy leadership and human resource management practices Finally the present and future of Tiger Management is discussed by showing how Korean companies have adapted to changes in their business environment at home and abroad and what non Korean companies can learn from their Korean rivals The book gives an up to date analysis of Korean management practices from a global perspective It identifies the success factors of Korean companies long term aggressive and persisting business planning speed flexibility strong leadership strong teamwork and high investment into human skills and capabilities It illustrates how these management practices complement each other and provides non Korean companies with signposts how they can adopt them **Return on Strategy** Michael Moesgaard, Morten Froholdt, Flemming Poulfelt, 2009-12-04 Why is it that many companies meticulously following recipes on management and strategy fail Did Google Skype Ryanair Huawei and a number of other successful companies buy into a well thought out strategy and adhered to that over time How do companies deliberately opting out of the recipe game and opting into the out of the box thinking fare In short why is it that some companies achieve a higher Return on Strategy than others Whereas Return on Investment RoI has attracted increased attention over the last couple of decades little if any attention is being paid to whether companies do at all achieve Return on Strategy RoS and how This book provides an overview of contemporary strategy literature and recipes brushed up with a view to identifying explanations as to how recipes has

seldom worked as intended One out of several reasons rests on the fact that recipes do not take the so called X factor into account With the X factor as the starting point the book examines a sample of 50 global companies of which some has achieved a remarkable high Return on Strategy and others failed The 50 companies covers most continents as some are from the North America some are from the European continent and others are from different parts of the emerging Asian region threatening companies from the Western hemisphere The book explains the reason behind success and failures and provides practical tools as to how companies may increase their Return on Strategy In the toolbox you will find a framework on how to increase the Return on Strategy as well a number of dynamic positioning tools road maps and bearing points Invariably more and more companies including consultants business leaders and MBAs now work diligently in order to increase their Return on Strategy and the best of them are here to stay successfully are you

Global Enterprise Management, Volume II A. Camillo,2015-06-03 The ongoing progress of globalization has created a new need in multinational and international companies for managers who have the skills and competencies to be rotated anywhere in the world While most books addressing global management have focused on the practitioner experience theory or academic knowledge relevant to one region or country Global Enterprise Management unites all these approaches in a practical framework designed to provide students educators and practitioners with the skills to succeed in the global managerial landscape Inspired by his 35 years in international hospitality management Camillo brings together an interdisciplinary team to break down the challenges facing managers in global companies including supply chains business ventures technology accounting marketing and human resources A collection of real world case studies grounds theory in contemporary practice and directs the conversation toward the future

Samsung Electronics Co Anna Harrington,2004 [The Samsung Way: Transformational Management Strategies from the World Leader in Innovation and Design](#) Jaeyong 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

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Harvard Asia Quarterly, 2005

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Global Marketing: Foreign Entry, Local Marketing, and Global Management Johny K. Johansson,2008-11-03 Johanssons Global Marketing 5 e utilizes a three pronged framework to organize the discussion of how to conduct global business Foreign Entry Local Marketing and Global Management Johansson seeks to develop the varied skills a marketing manager needs to be successful in each of these tasks The discussion progresses from how to market an existing product outside of the domestic market to how to develop a new product for specific local markets and then broadens the scope to discuss marketing and management topics from a global managerial perspective Legal regulatory political and cultural issues are discussed as appropriate throughout the text Excellent examples and cases many of which are drawn from the authors rich international experience help students move from concept to application **World Investment Report** ,1991 *California Management Review* ,1997

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