

Samsung Electronics Case Study

What is Business Model? Different people define the concept of business model differently. For the average person, business model merely describes the way in which a firm makes money. Some see it as the company plan for generating revenues, some see it as the structure of operations and how to organize various activities to provide services, others define it as the architecture of the organization and division of resources to generate profits. Companies and society has always been the rubrics that holds the very make up of business activities. Combined, these two forces form the essence of contribution to what makes economy, shaping our daily activities, and the formation of business cycles. Given the ever-increasing complexity of the global marketplace, business (exchange of good and services, manufacturing, farming, production, distribution, sales and consumption) is rooted in the way we live and how our societies and ultimately nations, progress. A viable, efficient and effective business model is vital to organizational success or failure.

Since the start of the recent financial crisis, as most global firms struggle to remain competitive, an increasing number of Korean and Japanese firms have experienced an amazing rate of growth and expansion. Although academic researchers and business leaders in the United States, China, Brazil, India, and Europe seek out the secrets to these businesses' success, little is known about their business practices. Supplying an insider's perspective, *Building Network Capabilities in Turbulent Competitive Environments: Practices of Global Firms from Korea and Japan* unveils the strategic and operational practices that have allowed these firms to catch and surpass their competitors in North America and Europe. Based on fieldwork studies and extensive interviews with senior executives, it explains how these companies have developed and enhanced their core competencies through effective integration of product architecture, supply chain management, and IT strategy. The book provides practical insight into changing business patterns while avoiding extensive mathematical algorithms and drawn-out theoretical descriptions. It uses cutting-edge case studies to illustrate the innovative manufacturing strategies of these rapidly emerging companies. Accessible to anyone with a basic understanding of business, it reveals the organizational processes of strategy formulation and implementation that are required for success. Providing a clear understanding of both the career implications of the changing business landscape and how to deliver products and services that meet and exceed the needs of your customers, this book will help you develop the socio-technical skills needed to succeed in an increasingly competitive and turbulent business environment.

How national culture impacts organizational culture—and business success Using extensive case studies of successful global corporations, this book explores the impact of national culture on the corporate strategy and its execution, and through this ultimately business success—or failure. It does not argue that different cultures lead to different business results, but that all cultures impact organizations in ways both positive and negative, depending on the business cycle, the particular business, and the particular strategies being pursued. Depending on all of these factors, cultural dynamics can either enable or derail performance. But recognizing those cultural factors is difficult for business leaders; like everyone else, they too can be blind to the culture of which they are a part. The book offers managers and leaders eight recommendations for recognizing those cultural factors that negatively impact performance, as well as those that can be harnessed to encourage superior performance. With real case studies from companies in Asia, Europe, and the United States, this book offers a truly global approach to organizational culture. Offers a fresh approach to the effects of national culture on organizational culture that is applicable to any country in any region Based on case studies of such companies as Toyota, Samsung, General Motors, Nokia, Walmart, Kone and British Leyland It describes the origins and nature of the most common corporate crisis and how culture impacts the response to such a crisis Ideal for managers, business leaders, and board members, as well as business school students A welcome response to the flat-Earth fad that argues we're all alike, this book offers a nuanced and practical view of cultural differentiators and how they can enable or derail business performance.

"Samsung Electronics had experienced a series of quality-related problems, including the recall of one of its LCD TV models. Unfortunately for quality director Kevin Sarni, 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. Sarni regularly worked with quantitative data from Samsung's customer complaint database, but recently he had been shown comments about Samsung products posted on the website ConsumerAffairs.com. The number and emotional tone of the website postings concerned him; he worried these kinds of complaints might touch off a social media--fueled public relations firestorm that would make his job more difficult. He wanted to analyze this feedback, but had no experience with qualitative data. An internal Six Sigma Black Belt consultant suggested he start by creating an affinity diagram and use that to create a Pareto chart to determine which issues to address first. Once Sarni completed the unfamiliar diagrams he had still another task ahead of him: examining the results to see if they justified taking short--term action to address the quality problems raised in the complaints." After analyzing the case, students should be able to: - Organize and analyze qualitative data using affinity diagrams - Identify priorities using Pareto charts The case reinforces the importance of approaching problem solving in a methodical and data-driven manner and demonstrates the power of visual (vs. table-driven) tools.

Supply Chain Management (SCM) has always been an important aspect of an enterprise's business model and an effective supply chain network is essential to remaining competitive in a global environment. By properly managing the flow of goods and services, businesses can operate more efficiently while managing most of the workload behind-the-scenes. The *Handbook of Research on Global Supply Chain Management* is an in-depth reference source that covers emerging issues and relevant applications of information pertaining to supply chain management from an international perspective. Featuring coverage on topics such as the global importance of SCMs to strategies for producing an effective supply chain, this comprehensive publication is an essential resource for academics and business professionals alike interested in uncovering managerial insight and logistics solutions.

Technology in several forms, especially Information Technology (IT), has a strong tendency to converge at varying degrees. This phenomenon of converging innovation is likely to deepen and widen in the future due to intense competition in global markets. Asian manufacturing firms in particular lead the global industrial innovation. Convergent innovation exists as a constant disequilibrium between reference technology and matching technology; innovations of these technologies occur at different degrees to attain an optimal balance. Innovations as a result of convergence are often beneficial, improving welfare and employment. This book sheds light on the little-discussed idea of convergent innovation with examples hailing from Asia. The book also proposes new theories and investigates convergence at the micro level – guaranteed food for thought for academics interested in innovation economics and management.

Organizational learning matters now more than ever. In today's hypercompetitive business environment, successful executives must be able to discover opportunities, face problems, and pursue innovative ideas, then turn those ideas into action throughout an organization. Based on both empirical research and practice experience, this book gives managers the tools to do just that. Organizational learning capability is the capacity to generate and generalize ideas with impact. Managers generate new ideas in four basic ways: experimentation, in which organizations learn by trying many new products and processes; continuous improvement, in which they learn by constantly improving what they have done before and mastering each step in a process before moving on to other processes; knowledge acquisition, in which they learn by encouraging individuals and teams to acquire new knowledge continuously; and benchmarking, in which they learn by studying how other groups do things and trying to adapt their techniques. Each learning types leads to different performance consequences. Managers must also be able to generalize information through technology, movement of people, incentives, and

learning processes. By both generating and generalizing ideas with impact, managers have a blueprint for making learning happen. Learning may not be sustained, however, unless it is congruent with the larger business context--the organization's strategy and culture and the industry's characteristics. Unfortunately, just as organizations develop learning capabilities, they also suffer from certain learning disabilities. This book outlines common disabilities and the means to overcome them. The authors assist practicing managers by providing several examples of successful and unsuccessful organizations and describing the ways in which they have helped organizations improve learning capability in their consulting practices. Based on detailed case studies, a review of past literature, and data gleaned from a worldwide survey of companies, *Organizational Learning Capability* is an accessible and useful guide for managers competing in the information economy. This book turns abstract ideas into practice, offers tools that managers can use, and presents a simple yet profound road map for making learning a reality.

Organizational developers, management developers, senior to middle managers, consultants.

This timely Handbook provides a comprehensive guide to the methodological challenges of qualitative research in family business. Written by an international, multidisciplinary team of experts in the field, the Handbook provides practical guidance based on the experiences of senior researchers, and features reflective discussion on how to craft insightful, rigorous studies.

Essays in the book focus on the Korean model of industrialization and internal internationalization, organizational capabilities and management roles, and disadvantages inherent in the model. The subjects covered include corporate catch-up strategies, foreign investment, and future possibilities.

This volume is intended to be the most comprehensive textbook on economic integration in East Asia. It introduces the reader to various issues related to the topic such as institutional building of FTAs; production networks and the location choice of MNEs; R&D and innovation; infrastructure development and transport costs; international migration and service trade; monetary integration; regional disparity and poverty. It also deals with the critical energy, environmental and agricultural concerns. Each chapter contains ample data and rigorous analyses, complemented by illustrative box articles. Covering a wide range of aspects surrounding economic integration in East Asia, this well-researched text will appeal to undergraduate and postgraduate students of development studies, regional economics and Asian studies. It will be of particular value to those on courses concerned with economic and regional integration.

This student-focused text provides an emphasis on skills development. Packed with real-life examples of what can go wrong with even the most well-conceived strategies, there is a focus on realism throughout. With a highly accessible writing style, this text it is an invaluable learning tool for all students in this area.

From the author of *Doing Business in Europe* (SAGE, 2018), Gabriele Suder has teamed up with Sumati Varma based in India, and Terence Tsai from China to bring this comprehensive solution for Asian business teaching and learning. The book offers a highly productive mix of international business and marketing theory, and is packed with pedagogical tools to engage and develop understanding, including two full-length corporate case studies per chapter. This is a unique volume covering the most relevant topics of Asia-focused business and management practice spanning from cross-cultural management to supply chain resilience to market entry and expansion strategy, and much more. Specifically designed to meet the needs of Postgraduate, MBA and those taking part in Executive Education programmes, this exciting learning experience will prepare Asia's leaders of the future.

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.

The word 'fissured' aptly describes the effect on the workplace of the enormous retreat from direct employment on the part of large enterprises that began several decades ago and shows no sign of slowing down. Market-leading companies, even though they continue to wield considerable influence on the fate of actual workers, may thus be relieved of legal responsibility as employers. How extensive is this phenomenon? Do recourses exist in labour law? What ongoing trends can be discerned? This groundbreaking book tackles these questions and more, with thoroughly researched reports from ten of the world's leading market-driven economies - Australia, China, France, Germany, Japan, the Republic of Korea, Spain, Taiwan, the United Kingdom, and the United States. Recognizing that law should squarely grasp and tackle this new reality, the authors consider such questions as the following: - How far can current labour law go in determining the responsibility of persons who have no direct contractual relationship with the workers? - Do other measures such as soft law or reputation mechanisms in the market deal with the undesirable consequences of the fissurization more properly? - What managerial motives and socioeconomic backgrounds give rise to such fissurization? - What distinct phenomena compose fissuring? - Are measures available to protect workers that go beyond the boundary of the legal entity (e.g., initiatives toward piercing the corporate veil)? Each contributor describes, for his or her country, how far the fragmentation and externalization of employment has gone, current legislation protecting workers in a multilayered contractual relationship or indirect employment relationship (e.g., on health and safety, wages, bargaining, dismissal), and emerging developments and trends. This book ably responds to the question posed by a recent study: Why has work become so bad for so many and what can be done to improve it? Although concerned scholars worldwide will rally to the call, the reports in this volume will also be of great practical value to business persons and labour and employment lawyers everywhere.

The first part of the book introduces relevant theories of internationalization. In addition to traditional concepts of internationalization (e.g., the product life-cycle approach of Vernon, the Uppsala model, and Porter's diamond approach), particular attention is paid to the more modern network approaches of internationalization (e.g., systems, new venture/born global, and entrepreneur concepts). In the second part, alternatives for international market entry (e.g., exports, franchising, joint ventures, contract manufacturing, and foreign direct investments) are

explained. These market entry modes are categorized according to decision determinants, such as hierarchical control, proximity to the market, risk of investment, and the factor of time, which are important from the point of view of the corporate management involved in international business. The empirical part of this publication, which is the result of a longitudinal study, consists of case studies of Asian firms doing business in the consumer electronics industry. The cases of Samsung, Sony, Sharp, Matsushita (Panasonic), LG Electronics, and TCL China provide fundamental insights into the firms' organizational structures, corporate cultures, respective sales volume, and earnings performance as well as strategic concepts for their market penetration in Europe. A main emphasis is placed on an understanding of internal firm networks (e.g., diversified business fields and vertical production depth) and external firm networks (e.g., joint ventures, supplier and buyer clusters as well as mutual capital interests). From the author's view, these network grids fundamentally contribute to the fact that Asian firms have more successfully positioned themselves in the market within the last two decades compared to their European competitors in the television set industry (e.g. Grundig, Thomson, or Philips). The networking aims and success factors as well as the changing strategic influence over the years of the partner firms both in bilateral Japanese joint ventures and in European-Asian joint ventures are examined. The book provides complex background information about the development of the European television set market. The analysis demonstrates that firms holding the position of technological market leaders in their segment simultaneously indicate the most intensive network activities. The further development of the network theory and the detailed and up-to-date case studies of the most important Asian enterprises in the consumer electronics industry contribute to the value of this publication. Furthermore, on the basis of the knowledge gained from this study, chances and risk potentials can be derived for other European industries (e.g., automotive). The book, written in English, is suitable for internationally oriented bachelor's, master's and MBA programs. Additionally, against the background of worldwide competition, the publication at hand offers relevant industry insights for interested political and economic decision makers.

Labor resides at the center of all media and communication production, from the workers who create the information technologies that form the dynamic core of the global capitalist system and the designers who create media content to the salvage workers who dismantle the industry's high-tech trash. The Routledge Companion to Labor and Media is the first book to bring together representative research from the diverse body of scholarly work surrounding this often fragmentary field, and seeks to provide a comprehensive resource for the study and teaching of media and labor. Essays examine work on the mostly unglamorous side of media and cultural production, technology manufacture, and every occupation in between. Specifically, this book features: -wide-ranging international case studies spanning the major global hubs of media labor; -interdisciplinary approaches for thinking about and analyzing class and labor in information communication technology (ICT), consumer electronics (CE), and media/cultural production; -an overview of global political economic conditions affecting media workers; -reports on chemical environments and their effect on the health of media workers and consumers; -activist scholarship on media and labor, and inspiring stories of resistance and solidarity.

Enhances libraries worldwide through top research compilations from over 250 international authors in the field of e-business.

This book addresses how economic spaces dynamically change within the context of the global knowledge-based economy. Specifically, it centers the discussion on integrated views of understanding and conceptualizing dynamic changes of global economy under the global megatrends of globalization, knowledge-based economy, information society, service world, climate change, and population aging. Focusing on East Asia, especially on Korea, it deals with case studies regarding the processes and patterns of these global dynamics, looking at economic spaces of various spatial scales and types of economic actors. This book develops a theoretical model for understanding and analysing the dynamics of economic spaces that are being reshaped within the larger global economy. It also emphasizes the analysis of empirical studies at the level of firm, region, and state by considering an evolutionary perspective over time. In developing its theoretical framework, this book examines regional resilience, intangible assets, service innovation, path dependence, and other notions related to the evolution of economic spaces, and incorporates these elements into real-world case studies. The integrated theoretical framework examined here contributes a new perspective on spatial disparities in the global economy. An integral model of service innovation; the integration of path dependence and regional resilience; the interaction between firm and region for the accumulation of intangible assets; and the roles of governments and global firms: these are all essential to understanding the dynamics of economic spaces in East Asia. The theoretical model and case studies in this book suggest policy implications for developing countries, especially in the Asian and African regions, with regard to regional development and innovation policies.

This book constitutes the refereed proceedings of the 5th International Conference on Serious Games Development and Applications, SGDA 2014, held in Berlin, Germany, in October 2014. The 14 revised full papers presented together with 4 short papers were carefully reviewed and selected from 31 submissions. The focus of the papers was on the following: games for health, games for medical training, serious games for children, music and sound effects, games for other purposes, and game design and theories.

This volume represents the first substantive study of emerging multinationals (MNEs) from Asian economies, drawing on the unique experiences of South Korea and Taiwan. Combining an econometric investigation with detailed case studies of leading Korean and Taiwanese electronics companies, it aims to demystify the nature and theoretical implications of these dynamic economic regions. The author argues that many of these `new multinationals do not possess the characteristics typically ascribed to MNEs, such as technological leadership, strong marketing positions or advanced managerial capabilities. This is highlighted by documentation of recent developments in outward investment from Korea and Taiwan at both micro and macro level. The implications of the recent Asian crisis for the internationalization of Korean and Taiwanese firms are also explored.

On behalf of the PROFES organizing committee we would like to welcome you to the 4th International Conference on Product Focused Software Process Improvement (PROFES 2002) in Rovaniemi, Finland. The conference was held on the Arctic Circle in exotic Lapland under the Northern Lights just before Christmas time, when Kaamos (the polar night is known in Finnish as "Kaamos") shows its best characteristics. PROFES has established itself as one of the recognized international process improvement conferences. Despite the current economic downturn, PROFES has attracted a record number of submissions. A total of 70 full papers were submitted and the program committee had a difficult task in selecting the best papers to be presented at the conference. The main theme of PROFES is professional software process improvement (SPI) motivated by product and service quality needs. SPI is facilitated by software process assessment, software measurement, process modeling, and technology transfer. It has become a practical tool for quality software engineering and management. The conference addresses both the solutions found in practice and the relevant research results from academia. We are in an age where innovation is becoming the single most successful ingredient of corporate and economic success. For most businesses however innovation management is all about managing a

paradox. Innovation needs creativity at one end but also ROI centricity and organization discipline on the other for it to be successful. This management of "disorder" and "order" makes innovation management challenging. Chaos theory provides a unique opportunity to understand and study this dichotomy. By understanding through the lenses of successful programs of innovation in organizations like Samsung Electronics and Biocon a new innovation model through chaos theory is attempted in this study

Samsung Electronics And the Struggle For Leadership of the Electronics Industry John Wiley & Sons

"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 book 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?.

Part of the successful Routledge 'Working in Asia' series, *The Changing Face of Korean Management* focuses on a country that is predicted by some experts to become the world's third richest by 2025. South Korea, with its thriving telecommunications and automotive industries, and increasing trade links with China, survived the 1997 Asian Economic Crisis better than most. This important textbook explores the key areas of management in this pivotal country in the region, including: Human Resource Management Marketing Operations Finance Strategy Overseas affiliates Small firms and entrepreneurship Women Including case studies and interviews with front-line Korean managers to enable a real 'voice' to emerge, and written by native academics, this is a complete analysis of the current state of management structures in South Korea. It is important reading for all students of business and management interested in Asia.

Technology management as a field came together during the 1980s in response to the question of how society could deliberately create new technology and exploit it in economic development. This updated edition introduces technology management, covers the importance of managing information technologies, and compares them to existing physical technologies.

This two-volume set LNCS 11574 and 11575 constitutes the refereed proceedings of the 11th International Conference on Virtual, Augmented and Mixed Reality, VAMR 2019, held in July 2019 as part of HCI International 2019 in Orlando, FL, USA. HCII 2019 received a total of 5029 submissions, of which 1275 papers and 209 posters were accepted for publication after a careful reviewing process. The 80 papers presented in this volume were organized in topical sections named: multimodal interaction in VR, rendering, layout, visualization and navigation, avatars, embodiment and empathy in VAMR, cognitive and health issues in VAMR, VAMR and robots, VAMR in learning, training and entertainment, VAMR in aviation, industry and the military.

In *Strategic Coupling*, Henry Wai-chung Yeung examines economic development and state-firm relations in East Asia, focusing in particular on South Korea, Taiwan, and Singapore. As a result of the massive changes of the last twenty-five years, new explanations must be found for the economic success and industrial transformation in the region. State-assisted startups and incubator firms in East Asia have become major players in the manufacture of products with a global reach: Taiwan's Hon Hai Precision has assembled more than 500 million iPhones, for instance, and South Korea's Samsung provides the iPhone's semiconductor chips and retina displays. Drawing on extensive interviews with top executives and senior government officials, Yeung argues that since the late 1980s, many East Asian firms have outgrown their home states, and are no longer dependent on state support; as a result the developmental state has lost much of its capacity to steer and direct industrialization. We cannot read the performance of national firms as a direct outcome of state action. Yeung calls for a thorough renovation of the still-dominant view that states are the primary engine of industrial transformation. He stresses action by national firms and traces various global production networks to incorporate both firm-specific activities and the international political economy. He identifies two sets of dynamics in these national-global articulations known as strategic coupling: coevolution in the confluence of state, firm, and global production networks, and the various strategies pursued by East Asian firms to attain competitive positions in the global marketplace.

Existing accounts of East Asia's meteoric growth and structural change has either been explained as one dictated essentially by markets with strong macroeconomic fundamentals, or a consequence of proactive governments. This book departs from such a dichotomy by examining inductively the drivers of the experiences. Given the evolutionary treatment of each economic good and service as different, this book examines technological catch up with a strong focus on the industries contributing significantly to the economic growth of the countries selected in Asia. The evidence produced supports the evolutionary logic of macro, meso and micro interactions between several institutions, depending on the actors involved, structural location and typology of taxonomies and trajectories. The book carefully picks out experiences from the populous economies of China, India and Indonesia, the high income economies of Korea and Taiwan, the middle income economies of Malaysia and Thailand, and the transitional least developed country of Myanmar. Chapters 1-7 of this book were originally published as a special issue of *Journal of the Asia Pacific Economy*.

Transnational corporations (TNCs) have moved to the forefront of regulatory governance both within states and in the international arena. *The Research Handbook on Transnational Corporations* provides expert background commentary and up-to-date insights into regulatory frameworks impacting on TNCs at global, industry and national levels. Written by global experts in their field, this unique collection of essays provides in-depth understanding of how the forces of globalisation affect the world's largest corporations, and how those corporations, in turn, shape globalisation.

Korea's economic success has inspired numerous studies and research projects in past decades. Despite good efforts to analyze the strategy of Korea, earlier studies have not been able to comprehensively and systematically explain the country's "miraculous" growth. After thorough analysis of these earlier studies, a new model has been developed by showing that a country or firm does not have to be more innovative or possess more resources to have a competitive advantage over others. In *The Strategy for Korea's Economic Success*, Hwy-Chang Moon details four factors that comprise the ABCD model and illustrates how the Korean government, corporations, and people have exemplified these factors in achieving their current level of success. The four factors are agility (speed + precision), benchmarking (learning + best practices), convergence (mixing + synergy), and dedication (diligence + goal-orientation). Together, these factors have enabled Korea's economic success and will continue to drive the next level of growth. Anyone can become more competitive with proper implementation of the ABCDs. Korea's development strategy holds special value, because it is more practical and appropriate for many developing countries. For more developed countries, on the other hand, the ABCDs can be

used to fast-track the next phase of growth. Moon also highlights the role of internationalization in broadening the scope of strategic choices, and shows how the combined implementation of internationalization and the ABCDs deepens the pool of strategic resources.

The current discussion about corruption in organizational studies is one of the most growing, most fertile and perhaps most fascinating ones. Corruption is also a construct that is multilevel and can be understood as being created and supported by social and cultural interaction. As a result, an ongoing dialogue on corruption permeates the levels of analysis and numerous research domains in organizational studies. Thus I see a major opportunity and necessity to look on corruption from a multilevel and multicultural perspective. Second, in the global society of the world today where organizational boundaries are becoming increasingly transparent and during the Global Crisis, which has been rooted in unethical and corrupt behavior of large corporations, a deeper understanding of corruption, its forms, typologies, ways to increase organizational immunity and the best practices how to fight against corruption that are particularly significant and can also uncover it means that individuals, groups, organizations and whole societies can be used to sustain a sense of purpose, direction, meaning and the right way for creating a moral frame for the ethical behavior in the world of flux. Third, there is a growing pressure in the field of organizational studies and management to formulate theories that stimulate thinking of corruption, to change understanding of the phenomenon and, what is the most important, to carry out actions that produce valued outcomes. This exciting book provides an authoritative and comprehensive overview of organizational corruption. It is an essential reference tool to carry out further research on corruption in organization. This book uncovers new theoretical insights that, I hope, will inspire new questions about corruption in organization; it also changes our understanding of the phenomenon and encourages further exploration and research.

A book for Indian designers and brand marketers, *Aesthetics in Marketing* primarily deals with understanding aesthetics beyond its visual association and making it relevant to product designing strategies. It is the first attempt of its kind to understand the influence of aesthetics in the context of two very important sectors of the industry—consumer durables and automobile. The book analyses various aesthetic attributes, qualities and elements in a product and deliberates on the importance of each of these and the kind of balance necessary among them for designing successful products. It stands out on account of the theory, concepts and models discussed, which have a strong foundation in the authors' primary research. Through real-life case studies, interviews, and company and consumer surveys, the authors have brought to the fore the importance of aesthetics in various aspects of marketing, like cultivation of a brand image, and have focused on the role played by demographic variables in influencing product buying decisions. Bringing a whole new meaning to the adage 'beauty is in the eye of the beholder', this book will certainly lead to introspection on the importance of 'aesthetics' in the market value of a product.

The sales function is the front-line of any business. Keeping up with the latest sales techniques is essential, as well as ensuring you have a motivated, incentivised and focused sales team well-versed in the basics of selling, from identifying new prospects and getting repeat business to closing the deal. This module gives essential insight into all the key sales drivers such as account management, handling complex sales, selling services, FMCG selling, customer relationships and self-development for sales people.

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