

Samsung Strategic Management Case Studies With Solution

Business practices are constantly evolving in order to meet growing customer demands. Evaluating the role of logistics and supply chain management skills or applications is necessary for the success of any organization or business. As market competition becomes more aggressive, it is crucial to evaluate ways in which a business can maintain a strategic edge over competitors. Supply Chain and Logistics Management: Concepts, Methodologies, Tools, and Applications is a vital reference source that centers on the effective management of risk factors and the implementation of the latest supply management strategies. It also explores the field of digital supply chain optimization and business transformation. Highlighting a range of topics such as inventory management, competitive advantage, and transport management, this multi-volume book is ideally designed for business managers, supply chain managers, business professionals, academicians, researchers, and upper-level students in the field of supply chain management, operations management, logistics, and operations research.

Kemel Mellahi's name appears as first author in 2011 edition.

What does strategy mean to a Head of Ethics, Sustainability, and Governance in a globally-leading asset management company in London? How does the Chair of a not-for-profit community interest company, which supports women in Scotland to thrive in business, use learning to shape strategy? How is innovation, digitalization, and disruption viewed by the CEO of a Singaporean fintech start-up? Strategy: Theory, Practice, Implementation represents a new breed of textbook for this discipline. Developed in consultation with lecturers, students, and professionals, the book's research-driven Process-Practice Model of Strategy places implementation at its core, enabling students to develop a crystal clear understanding of how strategy operates in a culture of dynamism, adaptability, and change. The authors' wealth of teaching, research, and practitioner experience shines through in their writing as they strike the perfect balance between clarity and rigour. They expertly cover all the core areas of strategy, using carefully paced, step-by-step guidance to apply theories and models of strategy to a diverse range of examples, making the text the most practical of its kind. Moving beyond the limits of traditional texts, Strategy offers unique Practitioner Insights (and accompanying video interviews) gathered from professionals engaged in a range of strategic roles, across multiple industries and sectors worldwide, to help students grasp the complex reality of strategic management in practice. Strategy: Theory, Practice, Implementation ultimately provides students with a lively, critical, and highly practical approach to thinking, talking, and acting like a strategist. This text will inspire them and fully prepare them for their future career in business. Online resources accompanying the textbook include: For registered adopters: - A test bank - PowerPoint slides - Answers to, or guidance on, the chapter-opening case study questions in the book - A series of 'Boardroom Challenges' for use in group role play exercises / action learning simulations - Teaching notes on using the 'Boardroom Challenges' in class For students: - Video interviews with the practitioners from the Practitioner Insights, and further videos providing advice on how students can enhance their employability. - Research Insights to broaden students' perspectives of academic research and its impact on strategic thinking - Links to articles, cases, chapters, or multimedia resources to support students' further reading - Additional case studies with exercises or discussion questions - Video interviews with the authors in which they discuss key theories and implementation issues - MCQs - Guidance on how to analyse a case study - Flashcard glossary

"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?.

Relationship marketing and customer relationship management (CRM) can be jointly utilised to provide a clear roadmap to excellence in customer management: this is the first textbook to demonstrate how it can be done. Written by two acclaimed experts in the field, it shows how an holistic approach to managing relationships with customers and other key stakeholders leads to increased shareholder value. Taking a practical, step-by-step approach, the authors explain the principles of relationship marketing, apply them to the development of a CRM strategy and discuss key implementation issues. Its up-to-date coverage includes the latest developments in digital marketing and the use of social media. Topical examples and case studies from around the world connect theory with global practice, making this an ideal text for both students and practitioners keen to keep abreast of changes in this fast-moving field.

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.

With the shift of the global economic gravity toward emerging economies and the roaring economic growth of the past three decades in China, East Asian catching-up growth strategies have profound implications for latecomer economies. While there are many handbooks on entrepreneurship in general, there is no reference on East Asian entrepreneurship. This is the first of its kinds in the market. The volume provides a useful reference for those who want to know East Asian entrepreneurship and business systems. It also provides many excellent cases and illustrations on the growth of entrepreneurial firms and the rise of branded products in East Asia. Policy makers or scholars who are interested in entrepreneurship, small and medium sized enterprises, Asian business systems, international business, innovation and technology management, economic development, strategic management and East Asian studies would benefit from this volume. The volume contains two parts. The first part is the key concepts associate with entrepreneurship and East Asian firm growth and transformation. The second part presents cases of entrepreneurial firms and their founders in East Asia, including Japan, South Korea, Taiwan, Hong Kong and China. With the handbook, scholars, students and policy makers can grab some basic ideas how entrepreneurs and firms in East Asia compete and survive in the world market and understand why and how East Asia economies can emerge as one of the most dynamic

regions in the world. Part I concepts: relating to Entrepreneurship: Guanxi Catching-up strategies Types of entrepreneurship Business System Strategic Management Leadership Part II cases cover variedly from manufacturing to services industries, and specifically including traditional and newly corporations ranging from toys, convenient stores, fast fashion, high-tech, to catering and service. Written by experts in their respective areas, Handbook of East Asia entrepreneurship is an excellent review of theories, policies and empirical evidences on important topics in Entrepreneurship in East Asian economic development. The book is both a superb teaching tool and a valuable handbook in development economics.

"This book provides a discussion of the managerial aspects, solutions and case studies related to e-business, disseminating current achievements and practical solutions and applications"--Provided by publisher.

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.

"With an emphasis on global advantage, the text offers a comprehensive examination of regional and international issues to provide a complete, accurate and up-to-date explanation of the strategic management process. New coverage on environmental concerns and emerging technologies as well as examples and cases from Australia, New Zealand and Asia-Pacific serve to engage students while updated international content demonstrates how strategic management is used in the global economy. The text takes a 'resource-based' approach, which requires the examining of a firm's unique bundling of its internal resources."

--Publisher's website.

This book responds to key issues in strategic management control by studying the interplay between strategy, operations, finance and controls. Grounded in research but written with practitioners and students in mind, it addresses the most up-to-date management control issues in the public sector, forecasting, budgeting and controls in international organisations.

Reflecting the global nature of the workplace with its use of real world examples and case studies, the book goes beyond a prescriptive approach in the practice of strategic HRM, and offers a concise introduction that encourages critical reflection. The NEW fourth edition includes: Discussions on employee engagement, the role and benefits of social media, and the impact of culture and global mobility The latest surveys and research and recent case studies and examples from a cross section industries and global companies, such as Zurich Insurance, Uber, Adobe, Deloitte and Netflix. A FREE interactive eBook giving students digital access to all the content as well as author videos, case studies, web-links, journal articles and quizzes. Lecturers can also access PowerPoint slides, teaching videos, a testbank and an Instructor's Manual.

This new text takes a fresh look at strategic HRM for the 21st century. The well-respected author team incorporate cutting-edge research into an eminently student-friendly format. The book is packed with case studies including a large number based on original interviews with organisations.

Managerial Accounting is characterised by a strong pedagogical framework and a dynamic and practical approach that directly demonstrates how students can develop their careers in real life. The text introduces students to the underlying concepts and applications of management accounting tools based on the traditional allocation approach and absorption costing method, and uses 'Staircase' exercises in each chapter to build knowledge and help learners to link the content between chapters as they progress through the book. This title uses easy-to-understand, student-friendly language, uncomplicated examples, a logical discussion of concepts that matches student learning processes, and clear visual explanations that support student understanding. In today's hyper-connected world, any brand with a website or digital presence is 'global' by its very definition; yet in practice it takes an enormous amount of strategic planning and adaptability to successfully manage an international brand. Global Brand Management explores the increasingly universal scope of brand management. In an era when many brand managers will find themselves working for large multinationals operating across varied territories, categories and consumer groups, developing an understanding of both the opportunities and risks of multinational brands is truly essential. Meticulously researched, Global Brand Management shows readers how to manage an existing global brand, while simultaneously equipping them with the skills to build one from scratch. The text uses fascinating case studies including Oreo, Harley Davidson and Xiaomi to demonstrate the challenges of maintaining a stable brand identity when operating across territories with different languages, cultural values and logistics. With helpful pedagogy throughout and built-in features to enhance classroom learning, Global Brand Management is the perfect springboard for students to appreciate, enjoy and embrace the nuances and complexities of brand management on an international scale.

This succinct textbook takes students through the key stages of strategic management: analysis, formulation, and implementation, with an emphasis on providing students with the essential tools of analysis.

With a view to continue the current growth momentum, excel in all phases of business, and create future leadership in Asia and across the globe, there is a felt need to develop a deep understanding of the Asian business environment, and how to create effective marketing strategies that will help growing their businesses.

This textbook discusses the most important theories of internationalization, including Product Life-Cycle, Internalization, Location, Eclectic Paradigm, Uppsala, Network, and International New Venture concepts. These models are grounded to a considerable extent in the Transaction Cost Theory and the Resource-Based View as explained and illustrated in the book. Relevant market entry strategies, such as franchising, contract manufacturing, joint ventures, and others are explained and categorized in light of crucial determinants of international business decision making: hierarchical control of operations, the firm's proximity to the foreign market, the investment risk, and the factor of time. What makes this textbook novel and unique? Its framework combines theories and market entry strategies: each topic is applied to authoritative, real-life business case studies. Complex issues are explained in a manner that results in understanding. Various illustrations and tables help the reader comprehend the point being discussed. The case study focus on Asian firms delivers interesting insights into modern high-technology industries and changing global business dynamics. Market Entry Strategies serves as a vital source for internationally oriented bachelor, master, and MBA programs with strategy, marketing, and management lecture modules. Consequently, this publication is highly recommended for students and scholars; but it is also useful for business practitioners seeking to gain competitive advantages in international business. About the Author Mario Glowik teaches Bachelor, MBA and Master courses in Strategic management,

International management, Strategic management in China and Europe, and International and Asian business at Berlin School of Economics and Law in Berlin. Find out more about Professor Glowik and the second edition of his Textbook Market Entry Strategies on Youtube!

Business Concepts for Management Students and Practitioners

Asian Inward and Outward FDI brings together both works from researchers in international business and economic geography. The book is aimed for both scholars with interest in macro and micro economic impact of new flows of FDI.

Corporate Strategy: Managing The Business book useful to business men, managers, business school faculties and students, entrepreneurs, CEO, board of directors, executives who are managing a business. A common man can know how to be the development of strategy, implementation, control and monitoring of strategy with live case studies of Microsoft, Google, Samsung, IBM and Apple etc. When you read this book, you have to get numerous ideas and techniques for development platform such as technology, social networking, distribution channels, new products and services, development of brand, sustainable value, survival, growth, restructuring and expansion of business operations across the globe.

Strategic management of companies and organisational entities is not merely about the long-term – it is also about having a holistic and end-to-end perspective. The practice of strategic management goes beyond conceptual and analytical development of strategies and execution thereof. It has deep behavioural and philosophical undertones as well. This book, Strategic Management: Practice and Philosophy for India Inc, brings together multiple concepts of competitive strategy and strategic leadership of companies and organisational entities into one volume. It reflects the author's rich and diversified experience covering the last forty-six years of operational and strategic leadership roles in Indian and multi-national companies across multiple industries. The book will be useful for executives, managers and leaders as well as management students. The book will provide several additional insights and constructs for academicians engaged in management teaching and research.

This book is not available as a print inspection copy. To download an e-version click here or for more information contact your local sales representative. Shortlisted for the 2013 Chartered Management Institute textbook award Practicing Strategy broke new ground when it first published by focusing on the strategy-as-practice approach, which considers strategy not only as something an organisation has but something which its members do. The new edition deals with a selection of topics that have been central in recent academic debates in the strategy-as-practice area and includes 7 New chapters on topics such as Chief Executive Officers, Middle Managers, Strategic Alignment and Strategic Ambidexterity in line with developments in the field New case studies throughout including Narayana health, the turnaround of Reliant group and relocating a business school Tutor and student access to online resources include additional readings, an Instructor's Manual, PowerPoint slides, author podcasts and videos. Aimed at undergraduate and postgraduate students taking advanced strategy modules and practitioners alike.

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.

Since the beginning of the 2000s, important changes in external environments have affected the corporate governance practices of firms all around the world. The corporate governance structure in each country develops in response to country-specific factors and conditions. Firms are currently engaged in a variety of dynamic business relationships such as business networks, strategic alliances, and conglomerates especially in high technology sectors. Strategy, Structure and Corporate Governance by Nabyla Daidj, proposes to analyze the main trends and drivers of change in corporate governance of several kinds of organizations: - Large conglomerates. The development of large and complex conglomerate organizations have played an important role in the economy in Japan but also in other countries such as Korea with chaebols, which can be defined as closely intertwined industrial groupings. - Inter-firms networks (districts, clusters etc.); and, - 'Recent' forms of inter-firms networks (business ecosystems). The author examines several case studies and shows how shifts in markets and global competition are reconfiguring transactions within these organizations and are impacting corporate governance systems.

China is certainly doing its best to keep the world mesmerized by its economic achievements. The Chinese economic growth story that begun 30 years ago has in terms of dynamics and duration long since surpassed all those "economic miracles" which have brought Germany, Japan, and the South East Asian Tigers into the top-league of the industrialized world. The rapid expansion of the Chinese economy has gone along with a fledgling re-integration of China into the global economic system. In the course of the last 30 years China has become a major player in the global economy and today is on a trajectory towards even greater prominence. In recent years, the Chinese economy seems to have reached an important threshold line of economic development and global integration. In the first quarter century of reform and global opening, Chinese enterprises have been largely confined to a 'passive' role in the global division of labor. Foreign enterprises as the proprietors of greatly superior business models, production technologies, management models as well as very competitively established brands have been integrating Chinese players in their value chains and global operations. Lacking the necessary production technologies, products as well as marketing knowledge to successfully address OECD-consumers, Chinese enterprises have been hardly able to enter the global markets without such guidance. Now, this constellation is changing.

Strategic Management Practice and Philosophy for India Inc Notion Press

Brazil, Russia, India, and China (BRIC) are among the largest and fastest-growing economies in the world. The enormous size of the customer base in these emerging markets is the strategic concern of global business firms. Successful market performance in these markets requires sound understanding of dynamic environmental factors and timely investment

This entirely revised and updated third edition of Market Entry Strategies continues to combine the profound explanation of internationalization theories and concepts with real-life firm cases. Reviewing the readers' valuable feedback from successful previous editions this version targets to improve the readability. New firm cases of Delivery Hero and Tesla contribute to broaden the books' industry focus. Particular attention is paid on the case studies developed to exercise in light of business practice what is theoretically taught and explained in the textbook. Through its link to digital learning tools such as charts available to the public

at YouTube this new edition provides best pre-requisites for distance learning environments.

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.

Due in part to globalism and economic development, the Asian business sector has been rapidly expanding. Thanks to the increasing industrialization and economic growth of China and India in particular, tourism as well as business opportunities in the Asian sector are booming. *Managerial Strategies and Practice in the Asian Business Sector* is a comprehensive reference source for theories and practices related to business integration in Asian countries. The research presented within this timely resource closely examines a number of essential topics such as ethics, competition, and entrepreneurship in an era of globalization and economic expansion. Illustrating innovative insights concerning the development of business strategies in this growing region, this book is an invaluable reference for business executives, students of business, academics, policy makers, or any professional concerned with globalism and the intricacies of Asian business and information technology integration in the Asian business sector.

Managing Innovation is the bestselling text for graduate and undergraduate students and a classic in the field. Emphasizing practical, evidence based tools and resources, this title provides students with the knowledge base to successfully manage innovation, technology, and new product development. The holistic approach addresses the interplay between the markets, technology, and the organization, while relating the unique skill set required to manage innovation and innovation processes. The sixth edition of *Managing Innovation* continues to include the popular *Innovation in Action* sections in each chapter which are now newly titled *Case Studies*, and also features a number of new cases, updated and new research notes and references, and links to videos, audio interviews, activities, and case studies. The sixth edition also features new material on emerging innovation themes, including business model innovation, user innovation, crowd-sourcing, creativity, entrepreneurship, service innovation, public services, and more. The rapid pace of the field's evolution has brought an increase in multi-disciplinary approaches and skills, while expanding the available tool kit and pushing the boundaries of possibility forward. This text provides expert navigation through the abundance of new data, new methods, new concepts, and approaches but it is designed to encourage and support tailored experimentation, not replace it. Equipped with a strong foundation and a productive innovation management mindset, today's students will be equipped to bring about the era's next great advances.

This book serves as a guide to strategic management accounting. It introduces new and useful concepts on how to collect, analyse, and evaluate options to enable managers to steer corporate directions and write strategic plans for the long-term success of the corporation. Starting with basic techniques and the latest strategic management approaches, the book then presents cases that show the techniques employed step by step. By demonstrating how easily the ideas can be translated into action, it is a valuable resource for business practitioners, as well as for students taking advanced management accounting courses.

Thoroughly revised and updated, this fourth edition of Lasserre's popular textbook is a user-friendly introduction to planning and making decisions for businesses on a global scale. It features numerous case studies and examples of established international companies and of SMEs looking to grow their international presence. *Global Strategic Management* blends academic rigour and a practical approach to provide a comprehensive guide to understanding strategic management in a global environment. Written by a world-renowned professor of strategy and international business from one of the world's leading business schools, this new edition confirms *Global Strategic Management* as one of the most accessible, engaging texts on the market, one which students find easy to learn from and actually enjoy reading. This fully-updated fourth edition includes:

- New and expanded coverage of BRICs, 'born global' firms, Corporate Social Responsibility and the underground economy
- More on e-business and the role of the internet in global business
- A brand new video feature with business leaders explaining the practical implications and implementation of issues covered in the text
- Genuinely global in scope and approach: over 40 mini-cases and examples cover emerging economies in Africa, Latin America and the Far East as well as established firms worldwide
- Perfect balance between theory and the real world of business: numerous up-to-date examples that illustrate principles and support learning throughout

The strong pedagogical framework from the previous edition remains, including:

- Learning objectives
- Mini cases, with questions, and shorter examples
- Summary and key points
- Learning assignments
- Key words – with an end-of-book glossary
- Web resources – providing links to useful websites
- References and further reading

Please visit the companion website at :

www.palgravehighered.com/lasserre-gsm-4e for online resources including self-assessment questions, mini-case questions, PowerPoint presentations, and useful weblinks, as well as new video interviews with leading business people across the world. Philippe Lasserre is Emeritus Professor of Strategy at INSEAD, Fontainebleau, France. He is an established authority in the field of international business and strategy, with over forty years' experience in teaching, research and consulting in strategic management and international business. He has authored many books in these areas, and has held visiting professorships in Singapore, China, the US and Australia.

Actionable tools, processes and metrics for successfully managing innovation projects Conventional project management methods are oftentimes insufficient for managing innovation projects. Innovation is lost under the pre-determined scope and forecasted environments of traditional project management. There is tremendous pressure on organizations to innovate, and the project managers responsible for managing these innovation projects do not have the training or tools to do their jobs effectively. *Innovation Project Management* provides the tools, insights, and metrics needed to successfully manage innovation projects—helping readers identify problems in their organization, conceive elegant solutions, and, when necessary, promote changes to their organizational culture. There are several kinds of innovation—ranging from incremental changes to existing products to wholly original processes that emerge from market-disrupting new technology—that possess different characteristics and often require different tools. Best-selling author and project management expert Harold Kerzner integrates innovation, project management, and strategic planning to offer students and practicing professionals the essential tools and processes to analyze innovation from all sides. *Innovation Project Management* deconstructs traditional project management methods and explains why and how innovation projects should be managed differently. This invaluable resource: Provides practical advice and actionable tools for effectively managing innovation projects Offers value-based project management metrics and guidance on how to establish a metrics management program Shares exclusive insights from project managers at world-class organizations such as Airbus,

Boeing, Hitachi, IBM, and Siemens on how they manage innovation projects Explores a variety of types of innovation including co-creation, value-driven, agile, open versus closed, and more Instructors have access to PowerPoint lecture slides by chapter through the book's companion website Innovation Project Management: Methods, Case Studies, and Tools for Managing Innovation Projects is an essential text for professional project managers, corporate managers, innovation team members, as well as students in project management, innovation and entrepreneurship programs.

With the development of mobile internet technology, people's lifestyle and consumer behavior are changing rapidly. Nowadays, the products on the market are updating more and more frequently, and the traditional marketing theory and brand theory fail to get with the mobile internet. So, what's the innovative marketing to take in the new era? Since 2012, China has entered into the mobile era, and became a major country of mobile internet application. The book summarizes the experience of the author accumulated from many trials and errors in management and marketing innovation, so as to form the pattern of management and marketing for the next 30 years. Mobile Marketing Management lays the foundation for the new era with four pillars: service, substance, superuser, space, known as 4S theory for short. In view of the concept of customer-first, it is all about service, and products become productized service concepts. In view of the failure of mass communication, the competition among all services becomes the competition of substance differentiation. Regarding the popularity of self-organization, it becomes a trend to cooperate with people rather than the company to develop the market. In view of the principle of fuzzy market boundary, the enterprises shall optimize their living space and evolve their development space. This book contains numerous case studies along with analysis and creates the discipline of mobile marketing management, providing innovative theories, methods and tools for the marketing of enterprises. Through this book, readers can master the marketing methods of the mobile internet era. They can apply the marketing theory in this book to guide the marketing practice, thus improving marketing efficiency and reducing marketing costs.

"Sony vs. Samsung is business history at its best! It explores the divergent fortunes of these two electronics giants in the last decade and identifies the true reasons behind Sony's decline and Samsung's rise. Contrary to popular belief, Chang shows that success (or failure) does not simply arise from different strategies. Rather, it emerges from major decisions that are deeply rooted in the companies' organizational processes and their executives' political behavior. This book is a must-read for any senior executive." —Constantinos Markides, Robert P. Bauman Professor of Strategic Leadership and Chairman, Strategy Department, London Business School "Sea-Jin Chang has produced that rarity in a business book--one that is as valuable to practicing managers as it is insightful to academic researchers. In this fascinating comparison of two modern global giants, he applies his high resolution research microscope to their changing fortunes by dissecting their contrasting strategies, and providing interesting insights into their divergent organizational processes and management practices. This is a very valuable contribution to the international business literature. It will end up in as many corporate boardrooms as faculty seminars."

—Christopher A. Bartlett, Thomas D. Casserly Professor Emeritus, Harvard Business School "Sea-Jin Chang has written a fascinating comparison of Sony and Samsung that will be valuable to anyone interested in strategy, organizations or international business. The interwoven and very detailed case studies of two very different companies in overlapping industries illuminate problems such as adaptation to technological change (analog to digital), organizational flexibility and globalization. His attempt to analyze both strategic development and implementation is successful and very useful. Both academics and practitioners will learn a lot from this book." —Stephen J. Kobrin, William Wurster Professor of Multinational Management, The Wharton School, University of Pennsylvania "Refreshingly original and entertaining, this book analyzes major strategic decisions of Samsung and Sony and highlights organizational processes and top management leadership that have shaped their performances. This is a must-read for all executives who want to understand the strengths and weaknesses of Asian competitors. It also provides penetrating insights to other Asian companies with global ambitions." —Myoung Woo Lee, President and CEO, Iriver

[Copyright: 6485c72ec62525b19c794078607ce9f6](#)