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# Samsung Management Practices



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## Executive summary

Samsung is a typical family business company which established since 1938. It well run in multiple fields, but it stars with export business. The first chair man Byeong-cheol set up Samsung Group, and then, he established subsidiary corporation Samsung Electronics. The main product for this company is refrigerator. However, Samsung has become the biggest consortium in Korea, and it has huge effects on Korea's economy.

The main purpose of this report was more precisely describe and explore the Samsung company in management and development aspects as management is a soul of an organization which decide their operating situation. We can learn the reason of why and what makes Samsung successful deeply in this way. Our group searched and analyzed the methods which using by Samsung to managing and monitoring their company.

We divided the whole content separately into background、 planning and organization、 strategy、 CSR strategy、 leading and communication relationship and human resources, which would help us analyze more specifically for the issues and feasible problems that the company may meet, and the solution or coping approach which given by Samsung would also be discussed in this report. There were numbers of methods we applied when the report was in the process. For instance, in the planning part, we learn about their mission and vision, and we used the SWOT analysis that we learned from the class. Moreover, the company also used amounts of management technics to setting their strategies of operating make the organization efficient and profitable, which has been described as well. You can get more details about it from our organization part.

We were not only learned from the internal analysis but also getting the information from the outside resources since that would strengthen the accuracy and stringency. According to the results from multiple channels for example website, statistic institutions, we displayed several data here in our reports, which made all evidence and factors that we showed up in the article more powerful and convincement. After all the analyzation, it assists us to realize a general frame and management system of Samsung and go through in it.

## Introduction

According to the latest news, Samsung note7 have shown up several huge problems to the customers. The increasing concerns about the explode heightened the need for the appropriate solutions, which required us to understand the orientation of the whole company. The purpose of the report was to precisely describe and explore the Samsung Company in management and development aspects.

While we study Samsung as an organization, it is necessary to know their vision and mission. The electronics' vision for Samsung is "Inspire the world, Create the future.", and their main vision is to be a creative leader in new markets and become the business number one on earth. The mission is to lead people into the future with their ideas to be the best Digital-Company. Moreover, we have to watch out for all the marketing environment surround them, focusing on both present and future orientation. The strategy is also the essential part of the research.

The method and the information we used are provided from the internet. For instance, Samsung official website and numbers of data collection networks. There are also several points that we stand come from our own speculations and suggestions. However, it is not hundred percent accurate for our report, because of the lack of time and resources. We concluded our information without talking face to face with the supervisor or employees of the company, and some key point was difficult to confirm

It has been assumed that even Samsung are facing the scandal and decreasing development, they are still trying to solve the complaints and problems actively by using different strategies, and they should concentrate on their TV market. This report is structured as follows: background、planning and organization、strategy、CSR strategy、leading and communication relationship and human resources.

## Planning and organizing at Samsung:

Planning is a fundamental process used by all companies and organizations in order to set the way they will achieve their goals. It is the primary management function and it involves the creation of a plan and the ability to maintain it (En.wikipedia.org, 2016). This process involves three important steps, which are analyzing, evaluating and selecting the opportunities in order to achieve the objectives settled by the organization. Planning can be considered as a base for all the future stages of management and that's what makes it primordial.

Each company has its own way of planning and we will get interested in Samsung's way of planning by presenting their vision and mission statement and a SWOT analysis.

### Company mission statement:

Samsung has a very clear and precise mission statement: "Inspire the world, create the future". It means that they aim to become the first world seller of the most innovating electronic products that will change the world. The main idea that we retain in this statement is their ambition to be more creative and innovative and push the digital world to its highest level.

### Vision for 2020:

Samsung aims to develop its three main strengths: "new technology", "innovative products" and "creative solutions". They want to become a creative leader in the market and change the image of "follower". They will also promote their new values around their stakeholders including their consumers, employees and partners. Their goal is to achieve a revenue of \$400 billion and be ranked as the world's top five brands in the technological sector (Scribd, 2016).

## Main stakeholders of Samsung:

### The main customer:

Samsung targets a very large and various range of consumers. It goes from the normal day to day usage to more industrial products. The age range vary from 20 years old to 50 years old and includes all the people that have the ability to purchase and use the Samsung products. But there are two different categories of people that seem to be emerging. First of all, there are the 14 to 25 years old people that are more attracted to Samsung's smartphones more than the other equipment. This group of consumer is more and more growing as Samsung is investing more efforts into satisfying them because they have the most important spending power. The second group consists on the 26 to 50 years old people are have a various taste in the Samsung products. There are more likely to purchase more expensive product such as smart televisions, vacuums and washing machines. This group is also expected to expand in the future (Essay.uk.com, 2016).

### The main competitors:

As we all know, Samsung's biggest competitor is Apple. It takes around 62% of the profits while Samsung has only 26.1% (Anon, 2016). Apple is considered to be a technological leader as they always innovating their designs and technology. Moreover, the smartphone industry is more and more broadening. New companies such as Huawei, ZTE and Lenovo are entering the market. Samsung needs to create the competitive advantage by becoming a leader and offering innovative products at a competitive price.

## SWOT Analysis:

The last part of planning is to perform a SWOT analysis in order to understand the strengths and weakness of the company and the external environment around it.

<p>Strengths</p> <ul style="list-style-type: none"> <li>-Large market share.</li> <li>-Strong design features.</li> <li>-Good organization structure.</li> </ul>	<p>Weaknesses</p> <ul style="list-style-type: none"> <li>-Battery issues that led to some problems with the consumers</li> <li>-Low quality of brand image.</li> <li>-Dishonest policy</li> </ul>
<p>Opportunities</p> <ul style="list-style-type: none"> <li>- "Triple protection proposition".</li> <li>-High demands.</li> <li>-Increase market share in India</li> </ul>	<p>Threats</p> <ul style="list-style-type: none"> <li>-Intense competition.</li> <li>-Environmental effects.</li> </ul>

## Strategy

Samsung as the largest company in Korea, has more obvious and successful strategies. This part mainly focus on Samsung's different type of strategies to demonstrate that how Samsung operate their products, services, and other business.

### Basic strategy

Samsung company use characteristics and advantages of their products and services to enhance the market share.



Android Operation System gradually has been prevalent since 2009, Samsung electronics subsidiary realized that they need to develop the touchable smart phone. In February 2010,

they launched a flagship mobile phone was called Samsung Galaxy i7500. This smart phone is designed for young generation and contains a bright appearance and high performance, also it has an expensive price. In another word, they remodel a high-end smart phone for young generation.

After two months, Samsung Group chairman Lee Kun-hee decided to establish a special team in Korea, specializing in Android system smartphones. In June, the same year, Samsung released the first Super AMOLED Android flagship mobile phone, immediately reach 500 million sales within four months. From what has been discussed above, it is clearly to find out that a good design with high performance, and specific positioning consumer group are the basic strategy of Samsung electronics and it was successful since they took the first step.

Moreover, Samsung also did a splendid basic strategy on other subsidiaries. To give a specific example, Samsung C&T Corporation has been largely focused on global engineering and construction projects, trade and investment, fashion and resorts since 1995, Their basic strategy is to learn from other companies' management and operational mechanisms. Samsung CT has introduced Mitsui's capital and technology. Besides, they not only set up a wide range of trade contacts with various enterprises in Mitsui consortium, but also learn operating management system from Japanese companies. Samsung CT regularly to consult with companies such as Mitsui & Co. They stressed the devotion of workers to the organization, the implementation of a variety of strict system, all flashing the Japanese-style operating characteristics.

## Growth strategy

Basic strategy is never enough if Samsung want to catch a higher performance. Each of their subsidiaries also need to set up and implement their growth strategies (such as market penetration). In electronic field, Samsung hired





staffs to carry out their products on sale. After Samsung electronics release the Galaxy S5 smart phone, they are no longer using the high-end strategy. They start to focus on small profits but quick turnover. They want to reduce each phone's profit, then they can get more sales to keep the net profit in a relatively high level.

In United States, Samsung electronics decide to use buy one get one free strategy, and create long-term corporation relationship with T-Mobile company. In China, Samsung full support to the Gome, Suning Mall and other sales companies directly supply their products. In 2005, Samsung start to dock the information system with these long-term partners and achieved order-based management, sales data sharing and so on.

For the Samsun C&T corporation, the subsidiary realized that it must establish a new growth strategy to toward to the appropriate direction. Subsequently, they plan to develop the energy-saving industries. They study that how do Japanese companies handle with the resource crisis. Finally, conversion to high-tech-intensive industries is the suitable strategy that they figure out.

At the same time, Samsung C&T corporation also stay close with the Japanese monopoly capital. Many other subsidiary of Samsung have an intimate relationship with Japanese company such as Samsung Electron Industry Company (SEIC) and Japan's Sumitomo Electric (NEC) is a joint venture. Since then, Samsung C&T integrates trade, investment, engineering and building, became an integrated trading system. In 2008, sales revenue reached 8.2 billion US dollars, net income of 305 million US dollars. In 2011, Samsung Property ranked No. 492 among Fortune 500 companies. In addition, Samsung's other two subsidiary companies Samsung Electronics and Samsung Life Insurance were ranked in the world's top 500 ranked 22nd and 333rd.

### Enhanced strategy

Through marketing techniques, Samsung electronics has set a high-end brand image. From microwave oven to cell phone, Samsung's product distribution is



quite extensive, and a considerable part of the product into the low-end market. Lee Kun-Hee clearly point out that Samsung will not have any price dispute in some specific areas. For example, Samsung electronics readjusts their strategy in Asia, they focus on LCD TV and other products which have more technical superiority than others. Their target market completely concentrate on high level consumer and provide costly and advanced products. Their reason is simple, which is that although the high-end products have a low market share, but these advanced products with fabulously price will bring a higher profit for the company. Coincidentally, Samsung's mobile phone business has been successful with this strategy to conquer the US market.



As a comprehensive trading company, Samsung C&T corporation has been playing a leading role in the development of Korea's industrial structure and the globalization. In their enhanced strategy, they plan to improve and combine existing trade activities, and introduce high-growth potential industries to ensure solid financial, market and technological advantages. Furthermore, they also focus on importing extension energy, chemicals and machinery, developing the natural resources such as oil and natural gas and invest private sector in developing countries.

Samsung C&T corporation has an overwhelming achievement. Burj Khalifa, Petronas Twin Towers and Taipei 101 landmark are both from the hands of Samsung C&T. In recent years, Samsung C&T corporation concentrate on services, software and especially the sustainable energy. They are trying to find new business opportunities to obtain the company continued prosperity and power.

## Corporate social responsibility strategy

This section intends to explain what the CSR strategies SAMSUNG are using and how serious are they. In this section, this paper will first explain the meaning of the CSR strategy, then study the CSR strategies that are used by SAMSUNG by using the ISO 26000 - Social responsibility terms. And finally examine if the strategies being used are serious.

### What is corporate social responsibility strategy?

The history of CSR strategy can be traced back to the 1st half of the 20th century when the fundamental ideas of the concept was brought up by Howard Bowen's book "Social Responsibilities of the Businessman". Now it is a concept as a self-regulatory that corporations are expected to behave responsibly during everyday business decisions. Business Dictionary defines CSR as "A company's sense of responsibility towards the community and environment (both ecological and social) in which it operates." It influence his employees, suppliers, shareholders, clients and other stakeholders.

### CSR strategies of SAMSUNG

As the largest South Korean business conglomerate. Samsung mostly addresses himself in three directions: environmental responsibility, community involvement and development, labor practices in terms of ISO26000 core subjects.

First of all, Samsung carries on his Green management strategies for more than 10 years. In order to create a green workplace, the company reduces greenhouse gas emissions and usage water, increasing waste recycling in its offices. In this programs, greenhouse emissions were reduced by 70% and accumulated 250 million tons of greenhouse gas reduction was achieved since 2008. His CSR team launched a program named Solve for Tomorrow which is a nationwide competition in Korea, to uncover and advance powerful new ideas to solve social problems.

Which leads us to the second part, regarding to community involvement and development, The Solve for Tomorrow contest is focused on helping children lead healthier, smarter and more sustainable lives. And in order to help students residing in disadvantaged areas, Samsung started his SMART School program. As of 2014, 245,759 individuals have benefited from Samsung SMART School.

With respect to part of labor practices, Samsung dedicate himself to provide a healthy and safe place for his workers and attempts to operate its workplaces in such conditions at all times. A continuous monitoring and improvement has been instituted and accordingly. Not only has the company complied with OHSAS 18001 standard for occupational health and safety management systems across its workplaces around the globe, but also, occasional emergency scenarios for the occasions of harmful chemical substance spills, fires, explosions and natural disasters are held by the company.

But there are still some big problem Samsung is facing regarding to consumer issues and human rights.

The biggest crisis for Samsung is the public confidence issue. How Samsung has dealt with the explosion cases of Galaxy Note 7 which took place in September 2016, expose a lot of problem in his controlling part. First of all, in order to protect his consumer, when a large number of explosion cases happens all over the world, instead of making the decision immediately, Samsung continued selling his failed product until AT&T and T-Mobile showed more responsible to their customers by suspending the Note 7 sales. The next day, Samsung announced that he would ask all partners to stop sales and exchanges of Galaxy Note 7. This shows his problem in controlling part, which solution to his problem is required immediately, but Samsung hesitated. It is for sure that Samsung has to show some confidence on his new product, but when a major problem comes to them, they should consider more about his consumer and solve the problem quickly.

## Conclusion

The failure in his mobile phone product will just temporarily influence this big company, he still has the biggest HD TV market share in the world, which is a result of his serious CSR strategies on environmental responsibility, community involvement and development, labor practices section.

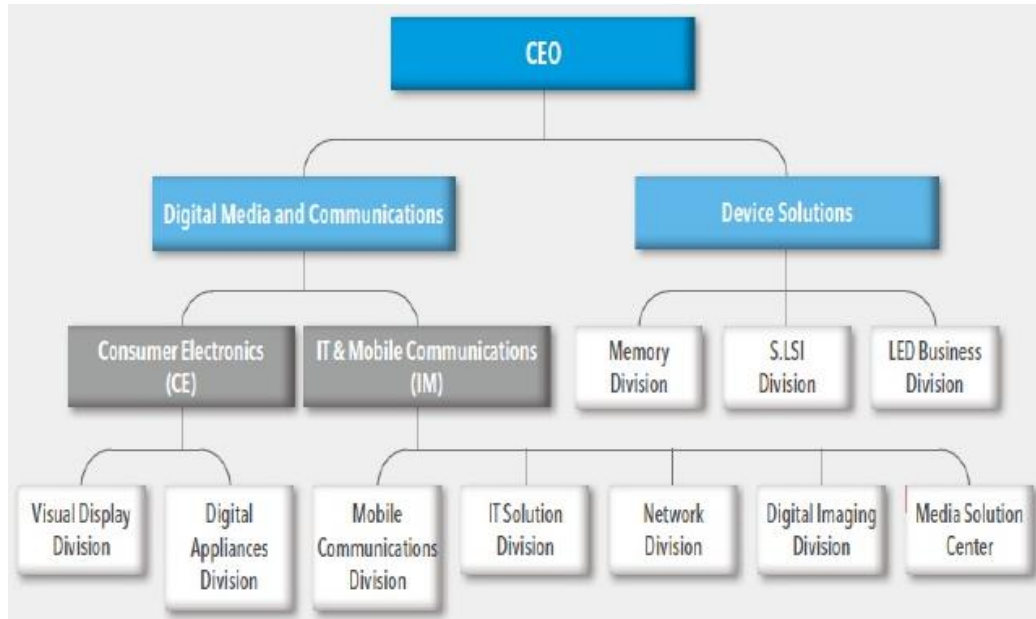
## Leading and motivation

### What is leading and influencing?

Leading and influencing is the management function that directs subordinates work in a certain way and motivates them to contribute their best and finally to reach the goal set before. Leading involves that how leaders and managers clearly communicate organizational objectives and how they defined goals. It also includes motivating and inspiring employees and creating comfortable conditions to encourage people to work effectively and efficiently. Giving employees right directions can be an important factor to complete goals. For example, the managers can provide several examples for followers to imitate and develop.

### How does SAMSUNG lead and influence employees?

Setting up a norm, clear, full-featured organizational structure system



*Figure 1 Samsung Organizational Structure System*

As the chart shows that Samsung has a mechanistic model. It is a structure of highly routine operating tasks reached by strong specialization. This kind of structures has very formalized rules and regulations. In addition, Samsung has a rigid departmentalization and it has a clear chain of command as well.

- Samsung' CEO

It is set by the organization's board of directors. The CEO has a lot of power to control and give directions and orders that the followers need to follow.

- Digital Media and Communication

This kind of communication performed by digital technology. It consists of consumer electronics and IT & Mobile communications. This department works on visual display and network. In addition, they create a lot of entertainment and artistic productions.

- Device solutions

Device solution is the core part of Samsung as it includes most of the technical division. Samsung has the most competitive power in memory division and it also has advanced technology in LCD markets.

### Organizational operating system

The purpose of the organizational operating system is to implement. In order to achieve its objectives, company need to establish a more stable and efficient enterprise strategic planning. Samsung has a completed, systematic, standardized organizational operation mechanism and system. Samsung sets its version and mission and it has short run planning and long term strategic planning as well.

### Motivation

Samsung rationally attract and select associates, and giving new workers enough training, providing compensation and benefit system

- Female ratio

Focusing on increasing female markets might be an important factor of motivation. In recent years, Samsung contributed a lot in female employee ratio, and the female employee ratio experiences a sharp increase in Samsung, especially in science and technology division. The company gives equal opportunities for man and woman to work in the organization and minimize the probability of discrimination. Samsung established the Women's Counseling Center in 2001 to help their needs and give them suggestions such as discrimination and sexual harassment within the organization.

- Reeducation and job training



*Figure 2 Samsung Reeducation and Job training system*

Since education is one of the significant human resources, which plays a core role in completing a certain objective and makes it in an effective and efficient way. Samsung provides some training courses for associates and classifies them by different department and positions. There are three main training centers, which are Leadership development center, Samsung Institute of Global Marketing center and Samsung Advanced Technology Training Institute. For those managers and executives, they would be trained in the first center by given them overall internal operating system and leading skills. The Institute of Global Marketing center enhances employees' professional marketing skills while the Samsung Advanced Technology Training Institute provides supports for engineers.

- Open-to-all opportunities and promotion

Since Samsung gives equal job opportunities to woman and man, the company also provides employees same opportunities of promotion for workers who are hard-working and doing a great job.

- Compensation

Salary and rewards can be the primary factor of job satisfaction and it gives the most powerful incentives for associates to work. Samsung's compensation system varies in locations, job positions, years of experience, certifications & degrees and skills. Employees



are paid about \$81K per year on average for compensation. The highest compensation is \$234K annually, and the first-entry position gets the lowest compensation, which is \$73k annually.

## Human resource

Human resource management is now important concerning the way organizations work and how they can have an impact to become the most efficient and well-known company. In many sort of management, people in human resources in an organization are first recruiting their workers and then they do a selection of who they think they are the perfect employees. After it, those employees would be trained to know what they must to do and how. Finally, employees should be evaluated to verify if they are doing a good job or also to give them advices in their work to be more efficient. Samsung Electronics and the human resource department believe that people and employees are the most important strength in the company. The Human Resources department should recruit their employees first. Samsung Electronics has increased the recruitment of employees. They were 161,700 in 2008 and then they were 235,868 in 2012. Since Samsung Electronics has created a new responsible way to recruit people, low-income households have the possibility to work at Samsung Electronics. Also, Samsung Electronics recruits disable people due to the collaboration with the Korea Employment Agency for the Disabled. They were already 1,668 employees with disabilities in 2014.

Samsung's philosophy about human resource has four main objectives. The first one is the creative side of human resource. It means that people in Human resources are able to abolish existing formalism in order to have more recognition and positive ideas and objectives about the work doing in Samsung but also people who know how to act during crisis. Another philosophy is ambition. The human resource should lead changes and may have a competitive spirit. Human resource also has to work globally by knowing how to speak different languages and by understanding different cultures. The last important philosophy is the professional side of human resources that pay attention to customers, employees, leaders and the relationship between them.

Human Resource Management at Samsung focuses on integrity management which means applying ethical standards at every aspect in every Samsung departments. Their main goal is to respect global diversity by recruiting and retaining global talent. During the recruitment process, 6 main steps are occurring. The first one is an Application Submission and then there is an Application Review to verify if the person is able to work for Samsung. The step three is the Samsung Aptitude Test to evaluate basic skills and job specific skills. The candidate will do interviews, one with an executive and the candidate will then have a specialty interview in order to see if he or she is the right candidate for the specific job. The two last steps are a physical exam and then the final acceptance which is a selection of the candidates who are hired or not.

Samsung's new way of recruitment is to hire talented candidates coming from all over the world. Foreign employee has systematically a mentor and regular meeting with executives to check if the employee knows how to work in Samsung Company. Employees start training when they first start working at Samsung and after all, they continue with training once a month to make sure employee doesn't feel lost or confused in their jobs.

Samsung Company has 3 main training centers. Training concerning how to lead change, how to change effectively and how you can motivate people is the leadership development center. Samsung Institute of Global Marketing provides training about how professional marketing works and how to perform better to provide human's needs. Then, Samsung Advanced Technology Training Institute provides training for the engineering's field.

Samsung Electronics is constantly making efforts to train people in human resources by improving their talents, improving their creativity and making them feel motivated because they are progressing.

Now, let's focus on remuneration and rewards for talent in Samsung. Competency and performance are the keys to have rewards or bonuses. Employees after being trained have an evaluation about their performances but also about their vision in a couple of years of themselves, like a roadmap. Samsung decided to use those evaluations to determine employees' goals but also the results of the evaluation decide the annual salary of the

employee after the employee negotiated the contract with the company. The management policy of Samsung thinks that performance compensations are essential to motivate their employees to become more valued and they can raise levels in the company. Samsung is not focus on each employee's works but more on the corporate performance. Employees at Samsung are fairly treated. In 2010, employees with better performance are able to have higher rewards. Moreover, once a year, an employee wins the "Proud Samsung Employee Award" to encourage talents to show their performance at work.

Samsung also provides social insurance like health insurance, employment insurance... Samsung's total costs on employees in 2014 was 3,48 trillion KRW (\$3 billion) used for rewards or bonuses.

## Group Experience

Everyone in this project is very hard, we have a common goal, everyone also performs their duties. Since this project is a big part of our total score, each of our team members is trying to make sure that everyone is free to take the time to do the job. When we complete this project will inevitably encounter some difficulties, but through communication and consultation, the final problems are solved. We do the best, but we still need for improvement, such as strict control of speech time and so on. But overall, everyone is great.

## Research Methodology

We made this project by using the internet, and this is the most methodology that we used. Searching on Internet includes watch the documentary and commercial clip about Samsung, visit their official website, follow their official news and channels etc. We attached all the references and resources of link on the report document. Besides, we also use other methods such as asking friends and other people who work in the Samsung Company and do some research in the library (read some relevant books in library). These research methodologies will help us one step closer with Samsung company and more familiar with the Samsung's organization and the management process. So these are basic methods that we use in this report.

## Conclusion

After we have analyzed Samsung around their planning, communication, organizing, strategy and human resource, we realized that Samsung is a company which has their own specific culture, ideas and style. It is a company which explored in several different areas. Those elements consist of a powerful Samsung and causing it has huge exclusive impacts to the world.

From the sources, we studied above, the internal environments of Samsung organization have been fully structured. Every position has their clearly and well-formed tasks. They not only concern the existed employees but also focus on the future generation. Samsung puts efforts on the education to supporting their further development to a certain extent.

For the external environment of the company, they are aware of the marketing environment and the international changes. With the flexibility of the international activities, the company has to adapt those issues and problems quickly by searching, updating and gathering the information. The basic, growth and enhance strategies push Samsung developed rapidly, and most of the strategies are efficient and useful. Moreover, Samsung is a company which watches out for the CSR consciously and follow the ISO26000.

Overall, the success of Samsung company relies on a wide range of conditions and opportunists such as the time they breaking into the market and their supports from the Korea government. It is a company with innovation spirits and highly task oriented structure. Both gives the company strong direction and advantages for their development, and they help the company to gain more competitive advantages which finally establish their status in the market.

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