

# VISEGRÁD GROUP EXPERTISE AND POSITION IN THE SAMSUNG GLOBAL VALUE CHAIN: A CASE STUDY OF SAMSUNG ELECTRONICS IN THE V4 COUNTRIES

Endrődi-Kovács, V., Kutasi, G., Magasházi, A.

The participation of national V4 electronic industry in global value chains is a source of additional output, in addition to, a driver of technological development and employment. The aim of the study is to analyse whether the V4 region has the expertise capacity to upgrade its position in the electronics GVC integrated into the Samsung company. The analysis is built on the theory of GVC and the methodology of surveying the V4 labour market and education related to engineering. The quantitative results are supplemented with research interviews with Samsung managers and related municipal leaders. The analysis concludes on V4 upgrading opportunities in electronics GVCs determined by expertise.

**Keywords:** global value chain; global production networks; Samsung Electronics; Visegrad countries; innovation; expertise

**JEL classification:** F23, O31, O32

## 1. Introduction

National industrial enterprises within the transnationalized corporate networks are sources of additional output, drivers of technological development and employment, and can contribute extra income to the national economies. The electronics industry is one of the most important sectors which integrate V4 economies into Global Value Chains (GVC)/Global Production Networks (GPN). Samsung Electronics Co., Ltd. (SEC) was among the first companies which invested in Central and Eastern European (CEE) countries from the beginning of the 1990s. The paper analyzes the opportunities offered for the V4 economies to be integrated in the SEC global value chain in the past nearly three decades and discusses the different trajectories of the individual countries. SEC with its 169 subsidiaries world-wide is the flagship company of the Samsung Group, which ranked 6<sup>th</sup> in 2017 in terms of brand value in the world. SEC has sales affiliates in 31 European countries, the volume of production, however, has undergone strong consolidation. The paper discusses whether the level of integration in SEC GVC has resulted in upgrading of local subsidiaries and suppliers in the electronics industry of V4 countries, and looks at what means state institutions in the V4 countries still possess to assist in plugging into the SEC Global Value Chain through activities with higher value added – such as R&D and product design. Three topics are identified as factors important for a Korean company to extend its activity: expertise, state aid and market location.

The analyzed hypothesis is whether the V4 economies are stuck into activities with lower value added in the global value chain because of limited expert capacities. The study focuses on the development of V4 expertise relevant for Samsung. Besides, based on this approach, it also attempts to answer such current questions like why only Poland has R&D activity in the SEC GVC among the V4 countries or why SEC closes its factory in Slovakia.

# Samsung Electronics Harvard Case Study Analysis

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**The Samsung Way: Transformational Management Strategies from the**

**World Leader in Innovation and Design** Jaeyong Song, Kyungmook Lee, 2014-08-22 An insider's account of the management principles driving one of the world's most innovative companies Twenty years ago few people would have predicted that Samsung could transform itself from a low cost original equipment manufacturer to a world leader in R D marketing and design with a brand more valuable than Pepsi Nike or American Express Based on ten years of research inside Samsung and interviews with 80 of Samsung's top executives *The Samsung Way* tells the compelling story of how Samsung has grafted Western business practices onto its essentially Japanese system combining its low cost manufacturing prowess with an ability to bring high quality high margin branded products swiftly to market Jaeyong Song is Professor of Strategy and International Management at Seoul National University SNU He received his Ph D at the Wharton School University of Pennsylvania Kyungmook Lee is Professor of Organizational Behavior and Human Resource Management at Seoul National University Business School where he currently serves as Senior Associate Dean for academic affairs He received his Ph D at the Wharton School University of Pennsylvania

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business economics and sociology more broadly in East Asia      *Business and Management in Asia: Digital Innovation and Sustainability* Tobias Endress, Yuosre F. Badir, 2022-11-17 This book focuses on digital innovation and sustainability in the Asian region in the context of business and management Managers and policy makers rely on digital technologies to face the region's sustainability challenges and solve sustainability problems From business perspective sustainability is defined as the adoption of business strategies activities and operations that meet the needs of the firm and its stakeholder today while protecting sustaining and enhancing the human and natural resources that will be needed in the future Digital innovation refers to the application of digital technologies to existing business problems as well as the development of the firm's strategy culture and human resources talent to deal and use digital technologies to solve sustainability issues There is a consensus among scholars and practitioners that organizations need digital innovation to stay competitive Businesses that are digital innovators consider new ways to solve old and new sustainability problems facing the Asian region This book with its practical examples gives the reader impulses for new Asian's approaches and encourages the readers to dare to think and act in new ways This book is the first annual compilation of innovative ideas and valuable managerial solutions produced by the region's managers and decision makers who think and act creatively helmed by Tobias Endress and Yuosre F Badir from the School of Management at the Asian Institute of Technology      Research Handbook on Transnational Corporations Alice

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## **Table of Contents Samsung Electronics Harvard Case Study Analysis**

1. Understanding the eBook Samsung Electronics Harvard Case Study Analysis
  - The Rise of Digital Reading Samsung Electronics Harvard Case Study Analysis
  - Advantages of eBooks Over Traditional Books
2. Identifying Samsung Electronics Harvard Case Study Analysis
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Samsung Electronics Harvard Case Study Analysis
  - User-Friendly Interface
4. Exploring eBook Recommendations from Samsung Electronics Harvard Case Study Analysis
  - Personalized Recommendations
  - Samsung Electronics Harvard Case Study Analysis User Reviews and Ratings
  - Samsung Electronics Harvard Case Study Analysis and Bestseller Lists
5. Accessing Samsung Electronics Harvard Case Study Analysis Free and Paid eBooks

- Samsung Electronics Harvard Case Study Analysis Public Domain eBooks
- Samsung Electronics Harvard Case Study Analysis eBook Subscription Services
- Samsung Electronics Harvard Case Study Analysis Budget-Friendly Options
- 6. Navigating Samsung Electronics Harvard Case Study Analysis eBook Formats
  - ePub, PDF, MOBI, and More
  - Samsung Electronics Harvard Case Study Analysis Compatibility with Devices
  - Samsung Electronics Harvard Case Study Analysis Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Samsung Electronics Harvard Case Study Analysis
  - Highlighting and Note-Taking Samsung Electronics Harvard Case Study Analysis
  - Interactive Elements Samsung Electronics Harvard Case Study Analysis
- 8. Staying Engaged with Samsung Electronics Harvard Case Study Analysis
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Samsung Electronics Harvard Case Study Analysis
- 9. Balancing eBooks and Physical Books Samsung Electronics Harvard Case Study Analysis
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Samsung Electronics Harvard Case Study Analysis
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Samsung Electronics Harvard Case Study Analysis
  - Setting Reading Goals Samsung Electronics Harvard Case Study Analysis
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Samsung Electronics Harvard Case Study Analysis
  - Fact-Checking eBook Content of Samsung Electronics Harvard Case Study Analysis
  - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development

- Exploring Educational eBooks

#### 14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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