

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 6th 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.

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Samsung Electronics Tony Michell, 2010-06-28 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.

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Big Data Analytics Using Multiple Criteria Decision-Making Models Ramakrishnan Ramanathan, Muthu Mathirajan, A. Ravi Ravindran, 2017-07-12 Multiple Criteria Decision Making (MCDM) is a subfield of Operations Research dealing with decision making problems. A decision making problem is characterized by the need to choose one or a few among a number of alternatives. The field of MCDM assumes special importance in this era of Big Data and Business Analytics. In this volume, the focus will be on modelling based tools for Business Analytics (BA) with exclusive focus on the sub field of MCDM within the domain of operations research. The book will include an Introduction to Big Data and Business Analytics and challenges and opportunities for developing MCDM models in the era of Big Data.

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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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and what non Korean companies can learn from their Korean rivals The book gives an up to date analysis of Korean management practices from a global perspective It identifies the success factors of Korean companies long term aggressive and persisting business planning speed flexibility strong leadership strong teamwork and high investment into human skills and capabilities It illustrates how these management practices complement each other and provides non Korean companies with signposts how they can adopt them *Innovation Through Information Systems* Frederik Ahlemann, Reinhard Schütte, Stefan Stieglitz, 2021-10-15 This book presents the current state of research in information systems and digital transformation Due to the global trend of digitalization and the impact of the Covid 19 pandemic the need for innovative high quality research on information systems is higher than ever In this context the book covers a wide range of topics such as digital innovation business analytics artificial intelligence and IT strategy which affect companies individuals and societies This volume gathers the revised and peer reviewed papers on the topic Technology presented at the International Conference on Information Systems held at the University of Duisburg Essen in 2021 **Economic Catch-up and Technological Leapfrogging** Keun Lee, 2016-08-26 This book elaborates upon the dynamic changes to Korean firms and the economy from the perspective of catch up theory The central premise of the book is that a latecomer's sustained catch up is not possible by simply following the path of the forerunners but by creating a new path or leapfrogging In this sense the idea of catch up distinguishes itself from traditional views that focus on the role of the market or the state in development **Innovation and Strategy** Rajan Varadarajan, Satish Jayachandran, Naresh K. Malhotra, 2018-06-29 This volume focuses on substantive issues in innovation marketing strategy and the nexus of innovation and marketing strategy **Quality Innovation: Knowledge, Theory, and Practices** Al-Hakim, Latif, Jin, Chen, 2013-11-30 Internet and social networks play a critical role in the evolution of processes and functional areas that allow businesses to reach a wider base of end users and achieve competitive advantage in their respective markets Quality Innovation Knowledge Theory and Practices presents a compilation of recent theoretical frameworks case studies and empirical research findings in the area of quality innovation It highlights the theories strategies and potential concerns for organizations engaged in change management designed to address stakeholders needs This reference volume serves as a valuable resource for researchers business professionals and students in a variety of fields and disciplines Contemporary Issues in Corporate Social Responsibility Duygu Turker, Huriye Toker, Ceren Altuntas, 2013-12-18 As a result of the industrialization urbanization and population increase during the last two centuries the global landscape has been irreversibly damaged These anthropological pressures have create endless problems on the global level and individuals and organizations are beginning to realize their own ever increasing responsibility to consider the welfare and interests of all stakeholders as a whole Although the improvements in the legal framework at the national and international level can be viewed as an important step to protect society and the natural environment a legal course provides a reactive mode of control rather than a proactive approach Considering its

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