



## Samsung Electronics: Analyzing Qualitative Complaint Data

*We most understand variation.*

—W. Edwards Deming

April 3, 2012, found Samsung Electronics quality director Kevin Sarni wondering what he could do to stop the flow of bad news coming to his department. Over the past few weeks the company had experienced a series of quality-related problems; the recall of one of its LCD TV models was the most recent setback. To Sarni it was clear 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.

At a meeting the previous week Sarni had been shown comments about Samsung products posted on the website ConsumerAffairs.com (see **Exhibit I**). Although he was familiar with Samsung's customer complaint database, he was surprised at the number of—and emotion behind—the website postings. Although he had the means to influence corrective action for internal problems, Sarni felt powerless to address this public perception of Samsung's products, which he worried might touch off a social media-fueled public relations firestorm that would make his job more difficult.

He wanted to analyze this qualitative feedback, but Sarni's experience was limited to quantitative manufacturing data. An internal Six Sigma Black Belt consultant suggested he start by creating an affinity diagram and use that to create a Pareto diagram to determine which issues to address first.

Sarni realized he would be leaving his comfort zone: engineering analyses were typically black-and-white and focused on data, but the feedback from ConsumerAffairs.com was full of emotion and conjecture with few verifiable facts. He took a stack of Post-it notes from his desk drawer and began creating his first affinity diagram.

### Samsung Electronics

Samsung Electronics was a subsidiary of the Samsung Group and had been the world's largest technology company by revenues since 2009. Headquartered in South Korea, Samsung Electronics employed approximately 221,000 people and had assembly plants and sales networks in 61 countries.

# Samsung Electronics Case Study

**Roger Blanpain, Frank Hendrickx**



## **Samsung Electronics Case Study:**

## Whispering the Secrets of Language: An Emotional Quest through **Samsung Electronics Case Study**

In a digitally-driven earth where displays reign great and quick interaction drowns out the subtleties of language, the profound secrets and emotional nuances hidden within phrases usually move unheard. Yet, located within the pages of **Samsung Electronics Case Study** a fascinating fictional value pulsating with natural thoughts, lies an exceptional quest waiting to be undertaken. Composed by a skilled wordsmith, that enchanting opus invites visitors on an introspective trip, gently unraveling the veiled truths and profound affect resonating within the fabric of every word. Within the mental depths of this moving review, we can embark upon a genuine exploration of the book's primary styles, dissect its interesting writing model, and succumb to the powerful resonance it evokes serious within the recesses of readers' hearts.

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