



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 1**). 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.

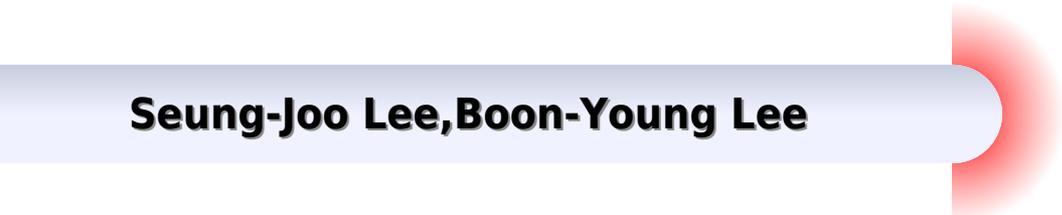
Sarni realized he would be leaving his comfort zone: engineering analyses were typically black-and-white and focused on data, but the feedback from ConsumerAffairs.com was full of emotion and conjecture with few verifiable facts. He took a stack of Post-it notes from his desk drawer and began creating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

Seung-Joo Lee, Boon-Young Lee



Samsung Electronics Case Study:

Samsung Electronics Case Study Book Review: Unveiling the Magic of Language

In an electronic era where connections and knowledge reign supreme, the enchanting power of language has become much more apparent than ever. Its power to stir emotions, provoke thought, and instigate transformation is actually remarkable. This extraordinary book, aptly titled "**Samsung Electronics Case Study**," compiled by a very acclaimed author, immerses readers in a captivating exploration of the significance of language and its profound effect on our existence. Throughout this critique, we will delve into the book's central themes, evaluate its unique writing style, and assess its overall influence on its readership.

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Table of Contents Samsung Electronics Case Study

1. Understanding the eBook Samsung Electronics Case Study
 - The Rise of Digital Reading Samsung Electronics Case Study
 - Advantages of eBooks Over Traditional Books
2. Identifying Samsung Electronics Case Study
 - 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 a Samsung Electronics Case Study
 - User-Friendly Interface
4. Exploring eBook Recommendations from Samsung Electronics Case Study
 - Personalized Recommendations
 - Samsung Electronics Case Study User Reviews and Ratings
 - Samsung Electronics Case Study and Bestseller Lists

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