



## 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

**Christian Drosten**



## **Samsung Electronics Case Study:**

## Enjoying the Song of Expression: An Mental Symphony within **Samsung Electronics Case Study**

In a global eaten by monitors and the ceaseless chatter of immediate conversation, the melodic elegance and emotional symphony produced by the published term frequently disappear into the backdrop, eclipsed by the relentless sound and disruptions that permeate our lives. But, nestled within the pages of **Samsung Electronics Case Study** a marvelous literary value full of natural thoughts, lies an immersive symphony waiting to be embraced. Constructed by an outstanding composer of language, that charming masterpiece conducts visitors on a mental trip, well unraveling the concealed songs and profound influence resonating within each carefully crafted phrase. Within the depths of the emotional analysis, we will examine the book is main harmonies, analyze its enthralling writing style, and surrender ourselves to the profound resonance that echoes in the depths of readers souls.

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