



**A Critical Analysis of Strategic Management Practices at Samsung Electronics
Co., Lt**

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Section 1

1. Introduction

In this report, the strategic management of Samsung Electronics Co., Ltd., one of the largest technology corporations in the world that markets smart phones, semiconductors, displays and consumer electronics is critically analyzed. The first section examines the Samsung background, PESTEL analysis, resource and capabilities, CSR strategy, Balanced Scorecard, strategic options, implementation and future recommendation. These kinds of strategic instruments as VRIO, the Matrix by Ansoff and SWOT are utilized to make a transition between theory and real-world business evidence. The second section is the personal reflection of the research and analysis process of the study using Gibbs Reflective Cycle. Overall, this report attempts to show how Samsung can survive in the long-term through innovation, resilience and strategic focus.

2. Organisational Context and Overview: Samsung Electronics Co., Ltd.



Figure 1: Samsung Digital City, Suwon, South Korea

Source: (Samsung Newsroom Global Media Library, 2017)

3. External and Internal Environment Analysis

3.1 PESTEL Analysis



Figure 2: PESTEL Analysis

Source: (Trivedi and Rastogi, 2016)

The changed environment presents a challenging environment to Samsung Electronics since the semiconductors, smartphones, displays and consumer electronics which are the key markets of the firm are global, capital intensive and dynamic. The connection between national security and advanced chips is the most important pressure in the political sphere. The United States export controls necessitate enhanced due diligence of

sophisticated computing integrated circuits and related supply chains particularly where there is potential restricted Chinese destined use (BIS, 2025). In the case of Samsung investment is an option since sourcing cannot be done and decisions cannot be made based on profit alone. The company also has to deal with compliance risk, guard against American technology penetration, and not to be overly dependent on any politically sensitive market. Such a political force leads Samsung to spread out production sites and ensure relations with governments, suppliers as well as international customers.

The strategy of Samsung is also influenced by the economic situation. By 2025, the semiconductor industry would have undergone a tremendous rebound and global semiconductor revenues would have climbed to approximately US 793 billion, due to the artificial intelligence processors and memory demand (Gartner, 2026). This justifies the emphasis of Samsung on high-bandwidth memory, high-tech DRAM and data-centre customers. Nonetheless, semiconductors are cyclic. A rise in prices results in Samsung making profit whilst a decrease of demand destroys margins through inventory, fixed costs and idle capacity.

Social factors, essentially in the form of shifting consumer expectations impact Samsung. Customers have expectations to be able to have intelligent, secure connected and energy efficient smartphones and home devices. The IDC smartphone statistics indicate that Samsung was at par with Apple in the world, whereas the competition was intense, and demand to upgrade smartphones was fueled by AI-powered devices and new product lines (IDC, 2026). This puts Samsung under the pressure of having to justify high-quality Galaxy products, but also providing competitive prices on mid-range devices. Sustainability and repairability are also affected by social expectations since customers are now considering not just the performance but also the responsibility of technology companies.

The most powerful external force is technological change. In Q4 2025, Samsung reclaimed the leading role in the DRAM with revenue quickly recovering due to the HBM growth and memory price rebound (TrendForce, 2026a). This provides Samsung with a chance in AI infrastructure. However, this is also a threat since SK hynix, Micron and TSMC are also putting challenging money. Samsung thus needs to transform research

into business products at a faster rate than the competitors. The fact that one is late by a product cycle in this market can lower the pricing power and customer confidence.

The pressure on the environment is also on the increase due to the increase in electricity demand brought about by AI growth. By 2030, the International Energy Agency predicts a greater than double shift in data-centre electricity use to approximately 945 TWh (IEA, 2025). This is a positive effect on the chip demand at Samsung, with the ensuing questioning of energy, water and carbon emissions during production. The EU AI Act imposes new obligations on companies that utilize AI in their products and services, which are legally established (European Commission, 2025).

3.2 Strategy and Critical Success Factors and Strategic Challengers

The speed of innovation, scale of manufacturing, supply-chain resilience, brand trust, cost efficiency and product differentiation are critical success factors of Samsung. These aspects are interrelated. Scale lowers unit costs, however, in the absence of innovation scale is reduced to only volume. It is innovation that makes differentiation, which can not be turned into profit without trustworthy production. The FY2025 performance revealed research capability of Central2 Future Competitiveness as Samsung has reported reaching annual record R&D of KRW37.7 trillion (Samsung Global Newsroom, 2026). Customer qualification in semiconductors is another success factor. Stable supply, high performance and low defect rates are the demands of the AI-chip customers, thus, Samsung has to demonstrate the reliability as well as technical ambition.

Price pressure, geopolitical uncertainty and inequalities in competitive capabilities are the primary strategic challenges. In China, Reuters announced that Samsung was also weighing the option of dropping the sale of TVs and home-appliances due to the company having been surpassed by local companies with a better quality and offering lower prices (Reuters, 2026a). It demonstrates that a brand of Samsung is strong but inefficient in all markets. At semiconductors level, Samsung is enjoying the AI boom, however it has to capture customers, enhance yields and not to languish in the advanced foundry. The increase in profits over the recent years presents another management challenge: Samsung will have to increase production without oversupply in the future. According to Reuters, good earnings were recorded in Q1 2026 on the basis of the chip, but it also

indicated a lack of supplies and the strain on other branches due to increased conventional chip prices (Reuters, 2026b).

3.3 Internal Resources, Capabilities and Core Competencies

Samsung is well endowed with powerful tangible and intangible resources internally. A key intangible advantage of it is its brand. In 2025, Samsung was also ranked fifth by global brands with Interbrand bringing its brand value to US\$90.5 billion (Interbrand, 2025). This assists in confidence between smart phones, televisions, appliances, memory and displays. Nevertheless, the brand value needs to be held by means of product quality since Apple has a greater loyalty to the ecosystem and Chinese brands compete on the price.

Samsung is also highly innovative. The 2025 report by IFI Claims revealed that Samsung was awarded 7,054 patent grants in the US, maintaining the top position in the US patent ranking (IFI Claims, 2026). This implies that it has extensive technical expertise in a variety of products. The presence of patents does not necessarily give an upper hand but the power of bargain, product growth and security against copying is raised. The capability of Samsung is thus not merely invention but the ability to put invention with manufacturing and worldwide marketing.

Another capability is financial strength. Reuters announced that Samsung intended to invest over KRW110 trillion in 2026 in research and development and facilities, to cement its role in AI-chips (Reuters, 2026c). This scale is hard to rival by other competitors. It allows Samsung to increase fabs, enhance HBM and create sophisticated nodes. The risk weakness is risk: high fixed investment may be expensive in the event the market declines.

The main strategies of Samsung include advanced manufacturing, vertical integration, product engineering and worldwide distribution. The special significance of vertical integration is explained by the idea that Samsung is involved in the production of memory, displays and finished devices. This is capable of enhancing the control of supplies, speed and technical coordination.

3.4 VRIO Evaluation



Figure 3: VRIO Analysis

Source: (Knott, 2015)

The semiconductor manufacturing capabilities of Samsung are valuable with the help of VRIO since AI, cloud computing, and smartphones and vehicles rely on advanced chips. This is not common since few companies are able to make sophisticated memory and foundry at bulk. It is tough to copy since it takes patents, engineers, supplier relationships, knowledge of processes and billions of dollars of capital investment. This capability can generate lasting advantage since Samsung is structured to capitalise on it by its Device

Solutions division. The weakness lies in the fact that the long-term benefit needs constant improvement; what was rare yesterday might be an ordinary ability today should the rivals become more speedy.

The Samsung brand is strong and can only be easily imitated, rather than patented. Superior software, pricing, or customer service by the competitors will enable them to establish a brand preference. Thus, the brand alone is also very advantageous, but only in conjunction with innovation and user experience.

The foundry capability of Samsung has an uneven VRIO outcome. It is also important and structured, yet not uncommon to such an extent that it will be able to take over the market since TSMC is the market leader. According to TrendForce, in Q4 2025, TSMC controlled approximately 70.4 percent of the market share of foundries, and Samsung controlled approximately 7.1 percent (TrendForce, 2026b). This translates to capability, but not parity of customer trust and yield and scale in foundry.

3.5 Internal Strengths and Compete Advantage.

The resultant competitive strength of Samsung is its strategy of integrating volume, brand, research and development, depth of manufacturing and diversification. The displays, cameras, foldables and AI features are some of the areas where the company draws the line in smartphones. It competes in memory based on capacity, technical quality and relationship with key technology customers. In exhibits and appliances, it employs design, connectedness and high-quality positioning.

The competitive edge is great yet not lasting. Samsung competes with Apple on high-end phones, SK Hynix on HBM, TSMC on foundry and Chinese companies on cost effective electronics. Consequently, the company must provide resources to areas that show its VRIO advantages best: HBM, high-end DRAM, OLED screens, high-quality Galaxy gadgets, AI-integrated appliances and connected systems. Generally, though, Samsung has strong internal strengths, yet, strategic performance requires them to be applied selectively, react to the influence of regulations and sustainability, and turn the scale of technology into customer value. It is significant to have a focused approach since diversification may help to disperse risk, but having excessive breadth may dilute

leadership. The most viable path that can lead Samsung to sustainable advantage is to tie its departments to the concept of AI, high-end devices and effective production, and leave or reorganize markets where Samsung cannot compete in terms of prices. Strategic fit is important because of this reason. Samsung cannot make each group of the products its battleground in which it has to dominate. It must employ semiconductors and displays as barefoot engines, and Galaxy devices and smart appliances to produce visible customer value.

4. CSR and Sustainability Objectives

The CSR and sustainability strategy of Samsung Electronics is specifically associated with its business goals since the company works in the sectors where the pressure on the environment, social and governance issues is high. We can realize its CSR approach in three major areas: responsible technology, environmental sustainability and social contribution. This is significant since the technology companies can not be evaluated as only based on the quality or price of the products. They are also measured by their effects on communities, supply chain, workers and the natural environment. It has been found out that both corporate sustainability practices may facilitate competitive advantage when it answers the pressure of stakeholders and is institutionalized as the part of main business operations as opposed to being a symbolic reporting (Bhuiyan et al., 2023).

The sustainability goals of Samsung are in line with its business model. To illustrate, products with reduced energy usage, circularity, responsibly sourced and minimized waste support the environmental objectives as well as the business objectives. In semiconductors and appliances, and in smartphones, sustainability can help mitigate risks associated with operating the device, enhancing customer trust and affirming the premium brand stance. This is important since CSR can enhance corporate reputation and commitment of employees which in turn can bring competitive advantage (Mai et al., 2023).

Nevertheless, there are tensions with the CSR strategy of Samsung, as well. Production of semiconductors consumes energy and it relies on multifaceted international supply chains. It implies that Samsung will have to demonstrate how its sustainability statements are reflected in the measurable advancements in reducing emissions, water

management, ethical sourcing and monitoring suppliers. According to recent studies, CSR enhances financial performance in situations, in which the companies disclose their ESGs and governance, as opposed to CSR being applied as reputation management (Parra-Dominguez et al., 2026). So, the CSR alignment is a useful strategy to Samsung, yet it should not afford the possibility of greenwashing.

5. Comprehensive and Holistic View of Samsung Electronics

5.1 Introduction to the Balanced Scorecard

Balanced Scorecard applies in Samsung Electronics since the firm cannot be appraised concerning solely sales or profit. Samsung operates in the fields of semiconductors, smartphones, display and consumer electronics thus requiring both financial and non-financial indicators. Balanced Scorecard relates strategy to four perspectives, which include Financial, Customer, Internal Business Processes, and Learning and Growth. Recent studies indicate that the Balanced Scorecard works best when the four four-perspects are interrelated via a sequence of obvious cause-and-effect connections and cemented by top management communication (Kumar, Prince and Baker, 2022).

5.2 Financial Perspective

The financial Samsung goal must be to enhance profitable growth over lessening reliance on unpredictable semiconductor cycles. High-value strategies, including AI memory, advanced chips, high-end smartphones and OLED displays, should be the purpose of Samsung. Operating profit margin, revenue growth by division, free cash flow, the ratio of the return on invested capital and R&D productivity are some of the appropriate KPIs. An example of a sufficient target would be to raise the percentage of premium and high-margin product revenue and manage the capital spending.

5.3 Customer Perspective

The customer goal must be to enhance brand loyalty, customer satisfaction and ecosystem engagement. In the high-end smartphones competition, Samsung has competition with Apple and price-conscious markets with Chinese brands. Thus, it cannot be merely the hardware. KPIs might consist of customer satisfaction index, net promoter

index, market share of premium smartphone, repeat purchases, ratings and the active users on Samsung connected ecosystem.

5.4 Internal Business Process Perspective



Figure 4: Samsung Semiconductor Global Production and Research Network.

Source: (Samsung Semiconductor Global, 2026)

The internal process goal is to enhance speed, quality, resilience and sustainability. The competitive advantage of Samsung is greatly reliant on manufacturing excellence particularly in chips and displays. KPIs would also consist of semiconductor yield rate, production cycle time, defect rate, product launch speed, supplier risk score, energy intensity and water-use efficiency. One of them should be the enhancement of production yield, waste and environmental impact reduction. Measures to implement are high-level automation of the process, monitoring supplier risk, circular product design, improved quality control and quicker integration between the R&D department and manufacturing. This is significant since sustainability performance cannot be left out of strategy. Studies of the sustainability balanced scorecard reveal that both environmental and social goals can be transformed into quantifiable performance measurement when they are incorporated as part of the operational systems (Silva and Cepêda, 2025).

5.5 Learning and Growth Perspective

The learning and development goal must aim at establishing the future capability of Samsung in the fields of AI, semiconductors, software, sustainability and digital transformation. KPIs must encompass R&D delivery, the quality of patents, worker training, AI talent development, worker engagement, intra-divisional innovation initiatives and collaboration on a cross-functional basis. Using the example of the augmented workforce in AI and high-tech manufacturing and the rate at which the innovation projects became a commercial success would be a good place to start. Programs must encompass AI training colleges, university alliances, leadership programs, in-house innovation studios as well as enhanced teamwork between semiconductor, mobile, display and appliance groups.

This point of view is crucial as learning motivates the internal process enhancement, which, in turn, enhances customer value and financial performance. Nevertheless, performance systems may not become effective, when managers select KPIs that are not strategy-driven. Hristov, Camilli and Mechelli (2022) caution that the cognitive bias may influence the performance management decision-making process, and Samsung must employ balanced KPIs that promote long-term innovation and reduce short-term target-setting.

6. Strategic Choices and Implementation

6.1 Business-Level Strategic Choices

Samsung Electronics may decide to pursue cost leadership, differentiation or pursue a hybrid position at the business level. Pure cost leadership would imply the competing primarily in terms of lower costs of production and lower prices. This can be applicable with the mid-range smartphones, televisions and appliances, where Chinese players effectively squeeze the market with aggressive prices. Nonetheless, the risks associated with pure cost leadership are high to Samsung since it may diminish its upscale brand perception and profitability. The data demonstrate that cost leadership may enhance export and competitive performance in case of the support of innovation potential and

effective cost management, but not merely due to low prices (Navaia, Moreira and Ribau, 2024).

Differentiation with cost efficiency is the better option which is to be applied by Samsung. The innovations that Samsung needs to compete with include high-tech chips, machine learning, foldable smartphones, OLED screens, high-end appliances and connected ecosystems. This suits its technology in fabrication, design, patent and research which is also essential as Samsung is competing with Apple in the high-end consumer products and with TSMC, SK hynix and Micron in high-technology semiconductors.

6.2 Corporate-Level Strategic Choices

The related diversification, international expansion, partnerships, and selective restructuring are some of the alternatives that Samsung can adopt at the corporate level. The most appropriate one is associated diversification. The divisions of Samsung are interconnected via technology, components and digital ecosystem. To illustrate, semiconductors underpin devices, displays underpin smartphones and televisions and connected appliances complement the ecosystem of customers. In recent studies, it is found that digital transformation to related diversification is stronger a positive impact than unrelated diversification due to the possibility of sharing knowledge, assets and internal resources in a more efficient way (Lv, Ye and Yang, 2025). This is in favor of the current position of Samsung.

But Samsung must also not over-diversify. Diversification of products may help to diffuse some risk, nevertheless, it may also rise cost stickiness and decrease maneuvering amid decrease in sales (Parsaei et al., 2024). In the case of Samsung, this implies that diversification must be kept in check. The company must concentrate on strategic areas that the company has clear synergy e.g. AI semiconductors, advanced displays, high-quality Galaxy products, smart appliance, automotive electronics and software-based services.

6.3 Recommended Strategic Choice

The suggested business level recommendation is a differentiation-based hybrid strategy and corporate level recommendation is similar diversification with global expansion. The

decision suits Samsung on the basis of the fact that the company possesses great capabilities in aspects of technology, brand, manufacturing as well as international distribution. It also minimizes risk due to diversification of revenue in a number of related industries. The main areas that Samsung must focus on include AI memory, superior chips, high-end mobile devices, OLED screens and smart-home products with connectivity. These regions are aligned with the future demand and also enable Samsung to protect the premium margins.

6.4 Change Management and Strategic Implementation

Samsung has been quite good in managing change due to its recurring patterns of abandoning simple electronics in favor of smartphones, semiconductors, displays and now AI-based technologies. This demonstrates tactical elasticity. Nonetheless, not everything is perfect when it comes to implementation. The challenge that Samsung faces is not merely to select the appropriate strategy, but to align people, divisions, investment and culture to the choice. Adoption of technology plays out effectively when organisations develop digital strength, handle resistance and institutionalize change instead of viewing technology as a single-time initiative (Somera and Petrova, 2024).

The strength with which Samsung is practicing is the capability of investing highly and shifting resources in areas of growth. But complexity of an organisation is a weakness. Diversified structure may slow down the process of decision making and introduce tension among the divisions. Organisational restlessness can also be caused by digital transformation when change is a constant factor, and employees are not stable (Besio, 2024). Hence, overhaul should be mixed with priorities, cross-divisional coordination, and training of employees by Samsung.

Another thing that Samsung must promote is culture of innovation. It has been revealed that digital transformation helps to facilitate the innovation of employees in the combination with the existence of challenging appraisal systems and positive organisational culture (Sibassaha et al., 2025).

7. Strategic Evaluation and Recommendations

7.1 SWOT Evaluation of Samsung's Current Strategy

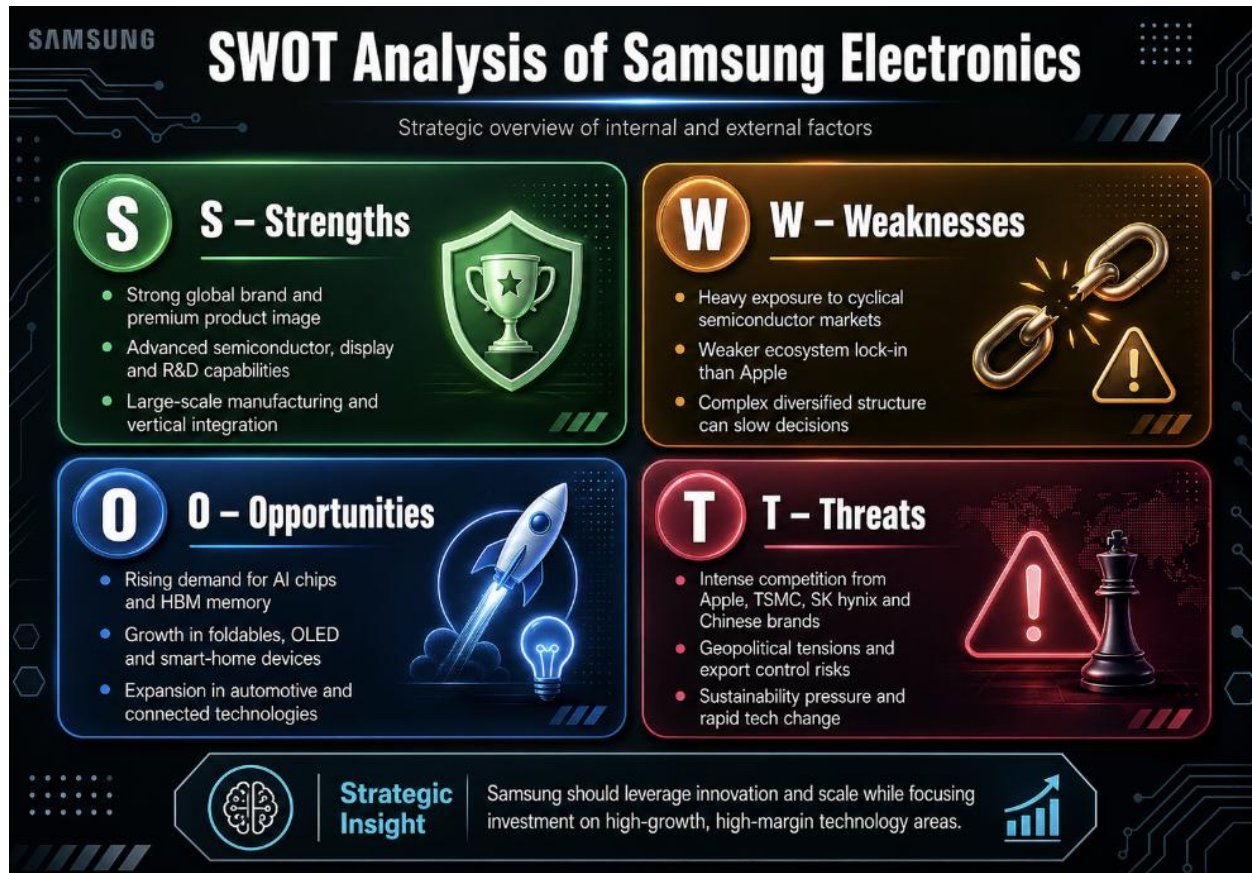


Figure 5: SWOT Analysis

Source: (Mai et al., 2024)

The existing approach of Samsung Electronics relies on the innovation, differentiation on premiums, scale of manufacturing and ensuing diversification. Its primary strengths according to SWOT include its brand (global) and semiconductor expertise, display technology, huge research and development capacity and wide range of products. These advantages enable Samsung to vie in a number of related markets such as smartphones, memory chips, displays, televisions and smart appliances (Farag, 2025).

But there are also weaknesses of Samsung. Its extensive diversification makes it confusing, and certain divisions can be pressurized when the rest of the divisions are performing. In case, an example, the relationship between prices of semiconductors and

the chip division will be supportive, whereas the mobile devices and consumer electronics will become more expensive.

The top opportunities are AI semiconductors, high-bandwidth memory, advanced display, smart homes, foldable devices, automotive electronics and AI enabled devices. These markets are within the technological potentials of Samsung. The threats are, however, serious. Samsung competes with Apple on high end smartphones, TSMC in foundry, SK hynix and Micron in memory and Chinese companies in cost-effective electronics. Hence, the strategy of Samsung is good yet weak. It should not be too dispersive in investment with too many product lines.

7.2 Ansoff Matrix Evaluation

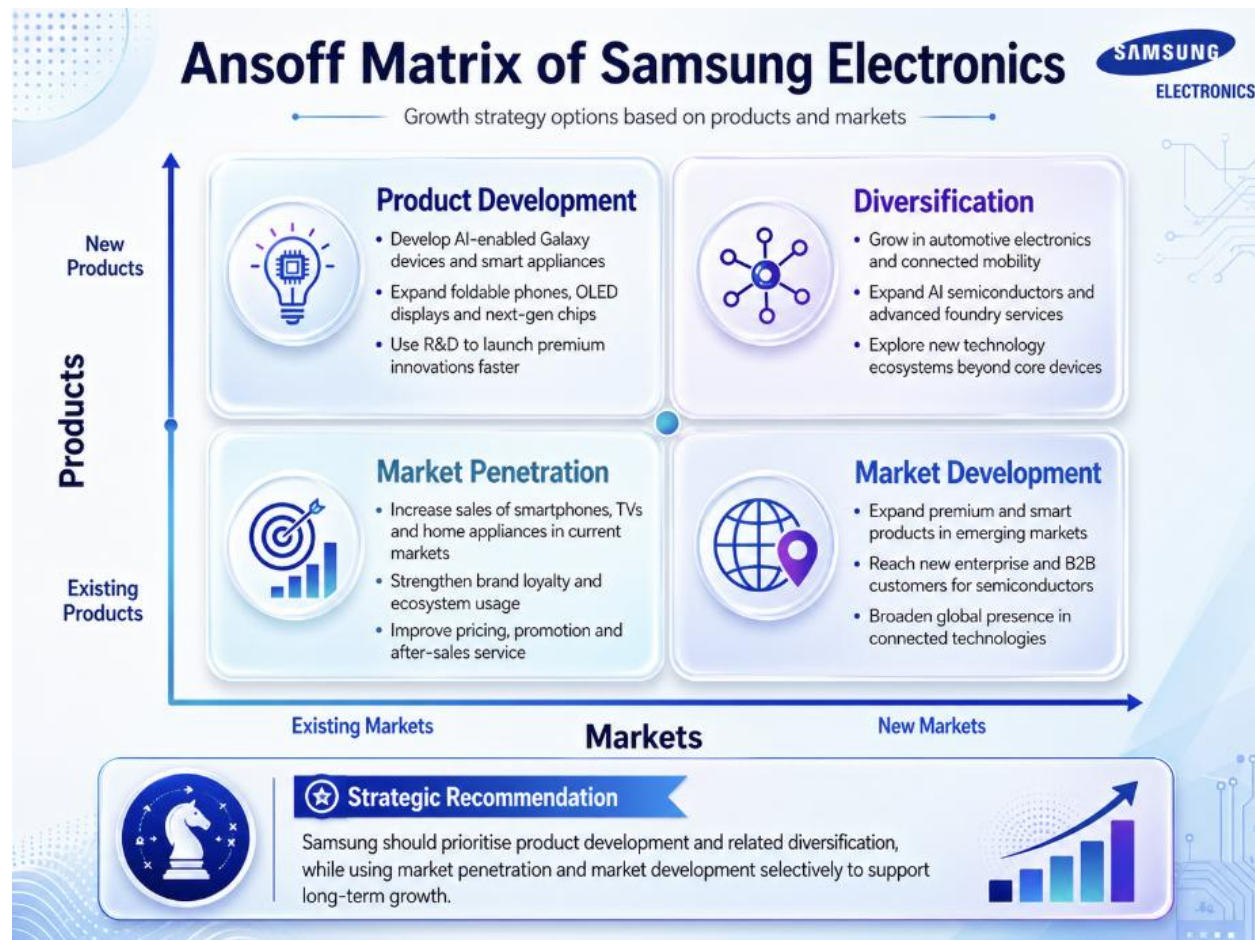


Figure 6: Ansoff Matrix

Source: (Zugay and Zakaria, 2023)

Based on the Matrix provided by Ansoff, Samsung could have four possible areas of expansion including market penetration, market development, product development and diversification. Penetration of the markets would involve selling more existing goods, Galaxy smart phones and TVs, in the existing markets. This can be handy but it has limitations as most of the mature electronics markets are already saturated. Market growth would entail the extension of high quality devices and intelligent appliances into the less developed economies, which could have the effect of heightening competition on prices.

7.3 Recommendations

To begin with, Samsung needs to focus more on AI-driven product development. It must bridge semiconductors, smartphones, appliances and displays with useful AI, rather than technical propositions. This would aid in differentiating and enhancing customer value.

Second, Samsung ought to build up its digital ecosystem. The study of dynamic capabilities demonstrates that online maturity can assist companies in transforming capabilities into competitive advantage (Alrub, 2025). Therefore, Samsung needs to unify Galaxy devices, SmartThings, TVs and appliances in a more seamless way because customers will have even greater incentives to remain in the Samsung ecosystem.

Third, Samsung must invest in strategic high margin units, in particular in HBM, advanced DRAM, OLED displays, high end Galaxy and AI-enabled appliance. It should minimize exposure to low-margin products in which the Chinese competitors possess more superior costs.

Fourth, Samsung needs to be more strategic. According to digital innovation research, companies must be digitally oriented, possess digital ability and readiness to modify to maintain innovation performance (de la Torre, San Jose and Díez, 2025). Samsung ought to use this whereby it can make decisions quicker across its section and, create more collaboration between the chip, mobile, display and appliance teams.

7.4 Justification

These suggestions are supported as the competitive strength of Samsung is based on its ability to leverage its elements of strengths within the prospective, future-oriented

markets. Digital transformation has the potential to enhance creativity in manufacturing firms in terms of making them have high competitive advantage through efficiency and innovation in business models (Zheng, Li and Wang, 2025). Hence, hardware leadership alone should not be adopted by Samsung. It can be a integration of hardware, software, AI services and ecosystem design. This would complicate its strategy to emulate and aid it in securing long-term competitive advantage.

8. Conclusion

This report has critically examined strategic management practises of Samsung Electronics Co., Ltd. The analysis indicates that Samsung is in an industry that is very competitive and dynamic in the global technologies industry. Its strategic choices are greatly impacted by factors like external elements like geopolitical tensions, semiconductor demand cycles, AI development, the pressure to be sustainable and legal regulation. Samsung has good resources that enable it to compete effectively within the industry and internally it possesses brand reputation, ability to conduct research and development, semiconductor experience, vertical integration and global manufacturing scale.

Section 2

Reflective Account Using Gibbs' Reflective Cycle

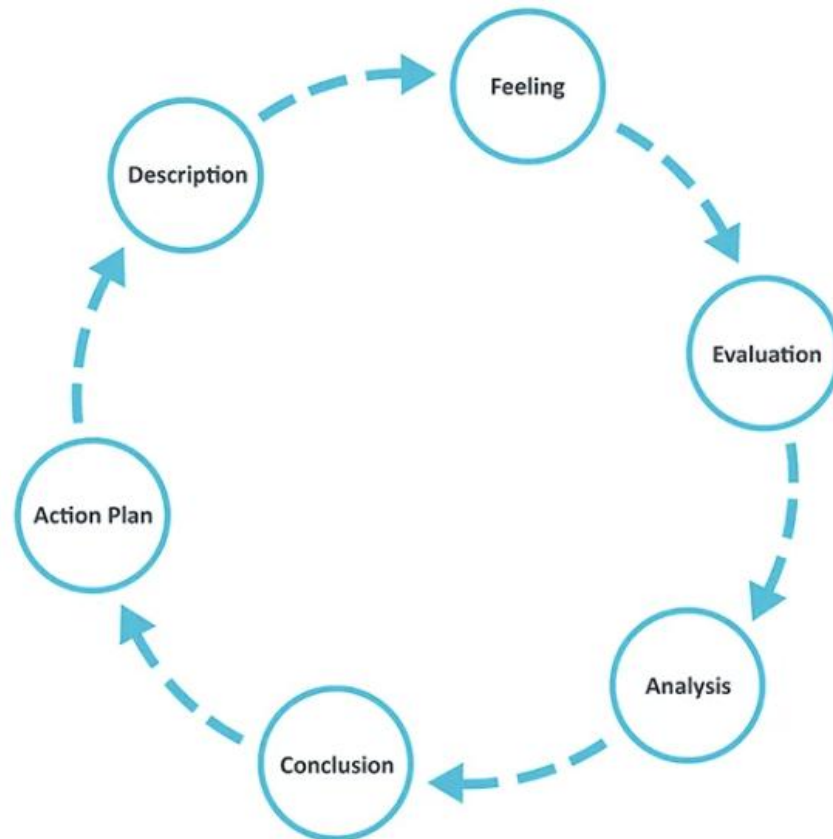


Figure 7: Gibbs' Reflective Cycle

Source: (University of Edinburgh Reflection Toolkit, 2024)

1. Description

Initially, I believed Samsung was simply a smartphone company but after conducting further research, I realised that it is also immersed in semiconductors, display, and home appliances, artificial intelligence, automotive technologies and global supply chains. This complicated the process than I thought.

I started by reading the assessment requirements thoroughly to have an idea of what each section required. Then I chose Samsung Electronics as the organisation due to its size as a global technology company having sufficient information to do a strategic

analysis. I gathered facts regarding the history of Samsung, mission, business model, competitors, industry position, CSR activities, and strategic challenges. Following this, I used other strategical management tools, such as the PESTEL, VRIO, the Balanced Scorecard, business-level and corporate-level strategy, SWOT and the Matrix of Ansoff. These tools aided me in the organisation of the information as well as analyse Samsung through various angles.

2. Feelings

Initially, I was somewhat overwhelmed due to the fact that Samsung is a very large organisation. Much information was there and not all of it was helpful. I was also not certain about what to narrow in the report as Samsung functions in numerous industries. My fear was the report would be too much when I talked into detail each business area.

Nevertheless, I became more confident after making a decision to concentrate more on Samsung Electronics than the Samsung Group as a whole. The assignment was also organized in a way that benefited me since there was a distinct purpose in each part of the assignment. To be more specific, PESTEL was used to concentrate on the outside environment whereas VRIO was used to concentrate on internal resources and capabilities. As I deepened the research, the interest I had over how Samsung is employing its semiconductor strength, brand image and innovation capability that make it compete in the world was gaining more interest.

3. Evaluation

The research/writing experience was overall helpful as it allowed me to learn about strategic management in practical terms. The positive thing was that Samsung did offer numerous real life examples on how theory can be applied. As an illustration, PESTEL proved to be handy since Samsung is susceptible to political questions like chip export regulations, economic ones like semiconductor patterns, technological ones like AI and environmental ones like energy consumption. This simplified the theory.

One more excellent thing was that VRIO allowed me to determine which resources of Samsung are most strategically valuable. I also got to know how not all strengths lead to long term competitive advantage. To illustrate, Samsung has a valuable brand, however,

it is also possible to create strong brands by its competitors. Conversely, semiconductor manufacturing strength is more difficult to duplicate within a copy since it involves vast investments, professional expertise and experience over the period.

4. Analysis

This assignment enabled me to realize that strategic management goes beyond strategy selection. It is also concerning aligning the internal organisational capabilities with the external opportunities and threats. This is reflected in the strategy of Samsung. Internal resources possessed by the company include the very strong capability of research and development, scale of manufacturing, brand recognition and vertical integration. Nevertheless, the said strengths are only important when applied in the appropriate external environment.

To illustrate, AI opens a significant possibility to the semiconductor business of Samsung. What this opportunity does though, is to bring a certain strain of competitors which are spending heavily on the same area. Thus, Samsung cannot afford to rest on laurels. It has to further advance its technology, production quality and customer relationship. This assisted me to know of the relevance of dynamic capability, which is the fact that a company is able to transform and renew itself when the environment evolves.

Balanced Scorecard made me realize, as well, that profit is not the sole measure of performance. Satisfaction to the customers, internal operations, innovation, employee potential and viability have to be taken into account by a company such as Samsung as well. This made me more holistically oriented to strategy. I understood that financial success is frequently a consequence of good non-financial performance i.e. excellence in innovating, in processes and customer satisfaction.

5. Conclusion

In this evaluation, I knew that theory and evidence are needed in strategic analysis. PESTEL, VRIO, SWOT and Balanced Scorecard theories are handy, but should be strongly executed with relation. They are to be used not as mere lists. Rather, they are supposed to assist in clarifying how the organisation is competing, why it encounters some of these challenges and what it needs to do in the future.

I also came to know that Samsung has a high level of competitive advantage which is not guaranteed. The firm is well endowed with strong resources yet it is exposed to a highly competitive and unpredictable environment. The critical success factors of its future performance are its approach to innovation, sustainability, geopolitical risk, customer experience and organisational change.

6. Action Plan

In the event that I undertake an equivalent task to the present, I would enhance my procedure in a number of manners. To conduct the research, I will initially draft a clear research plan and then collect sources. This will assist me to collection of a lot of unnecessary information. Second, I will create a table, which will allow me to connect each assignment need to pertinent evidence and theory. This will facilitate the process of writing.

Third, I will pay more attention to critical analysis at the first steps. I will not be asking just the question What does the company do but Why does this matter?, How does this affect strategy and What are the limitations? These queries will enable me to create more powerful scholarly writing.

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