



INTERNATIONAL BUSINESS

Samsung international business in the **UK**



SAMSUNG

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Submission Date: 3rd may,2023

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Introduction

The report aims to develop an analytical discussion on Samsung Electronics and its ventures and operations in its domestic market that is South Korea and a foreign host market that is considered to be Brazil. The analysis will include understanding the company's prevalence in the market and bargaining power. Besides, the report also considers research on the risks and benefits of both the home and the host countries along with a critical evaluation of success factors in the host country in the future. Being equipped with internal and external analysis will help in understanding the company's position in the market and future scopes.

Company Background

Samsung is a multinational conglomerate that operates several businesses under the affiliation of the brand. The company is headquartered in Samsung Town, Seoul in South Korea. Samsung is a private conglomerate that was established in 1938. The company has been operating in multiple industry sectors that include automobiles, chemicals, clothing, electronics, medical equipment, ships, telecommunication, home appliances, and a few others. The operations of Samsung are spread all over the world and the company has entered different product bases at different times. Being a conglomerate Samsung has a number of other companies functioning such as Samsung Heavy Industries that focus on shipbuilding. Samsung Electronics manufactures small electronics like phones, gadgets, etc. Other brands functioning under the conglomerate are Samsung Life Insurance, Samsung Everland (resort and entertainment park), etc. However, the flagship company of the organisation is Samsung Electronics which manufactures Android devices and contributes to a revenue of about 197.7 billion US dollars yearly, as was found in 2019. In its 85 years of operations in the market, the company has conducted numerous international ventures and has successfully managed to satisfy the consumers in these markets. In the course of its operations in the global marketplace, Samsung has seen various changes such as changes in technology, IT incorporation, the invention of Artificial Intelligence, changes in communication technology, transportation as well as management systems. Samsung has been able to suit itself to the market changes that have provided the organisation with the agility to integrate into the market conditions. This has also enabled the company to be more flexible in the international market. Currently, the company functions with more than 6000 employees in its entire multinational operational base (Samsung, 2022).

Company's Objectives and Strategies

In the context of the business goals and objectives of Samsung, it must be stated that the company has a simple business philosophy. The company aims to develop a devoted talent base that is able to sustain the technological integration process of the company from time to time to enable the workforce to create a superior service base. The company's values are based on the fact that Samsung wants to contribute towards the development of a better society and economy and at the same time meet its business goals. The company projects its products to be sustainable and promotes the long-lasting, easy-to-use, and useful features of the products to its consumers. Besides, Samsung is striving to achieve a leading position in the manufacturing industry. Samsung contains an array of manufacturing units in different industry sectors such as electronics, mobile phones, automobiles, etc. Besides having the above short-term goals, Samsung has also taken another long-term goal which is to attain 100 percent clean energy by the year 2050. On the other hand, Samsung also shares values and commitments to international and local laws and regulations. Complying with the global code of conduct is an approach at the core of the company operations and decision-making. In order to fulfill these aims, strategic ethical leadership is always considered by the company. The overall aim of the organisation is to create value for society by creating better products. The organization has launched the Five In order to fulfill these aims, strategic ethical leadership is always considered by the company. Business principles were developed in the year 2005 to signify and pinpoint the values and code of conduct at the heart of the company's operations along with compliance with ethical and legal standards. This in turn has also proved to be profitable for the organization to develop a steady and functioning corporate social responsibility aptitude. Samsung need not produce additional attributes differential to the business operations to fulfill its CSR goals (Shamout and Elayan, 2020).

Countries' specification

A business is often affected by a number of attributes that are not in the control of the organisational management. For example, the conditions of the market in which an organisation is operating might influence different ways. For example, changes in market preference, opportunities, and habits are liable to produce a direct effect on the organisation's functions and development. This part will discuss the risks and benefits Samsung faces while operating within the host country and home country market.

Home country (South Korea)

Samsung holds a very influential market share in the South Korean market. It represents about 20 percent of the Korean GDP. However, as the company has admitted in the past that it is facing challenges to expand its scope of business further in the Korean market, it must be considered that South Korea is the home country of Samsung and is always posing to be beneficial for its operations (Serzhena, 2019). Samsung has the largest market share of about 63.21 percent in the South Korean market. This is more than any other nation in which Samsung has its presence and operations. Having a great market hold, Samsung has a deeper penetration of the South Korean market. Samsung aims to deliver value to the South Korean population and it has financed its resources in a manner that it has been able to foster medical centers, exclusive gadgets to support the government to develop education, as well as finances funeral parlors (Haizar *et al.*, 2020). However, Samsung is also facing certain negative attributes while operating in South Korea. South Korea is a nation that is still greatly involved in non-renewable energy sources. This makes the struggle for Samsung to enter and operate using green energy a challenging situation (Jia, 2022). While Samsung is able to easily shift to green energy in Europe and USA, it is not that easy in South Korea because of the lack of national infrastructure encouraging renewable energy use.

Host country (Brazil)

In Brazil, Samsung practices service differentiation in order to develop an excellent service base. Has derived an innovSamsungative concept of service in Brazil that has helped it in determining its success in this market. In Brazil, Samsung has partnered with a service partner B2X that has designed innovative store designs that have enhanced the in-store experience of the service concept of the organisation (Malaquias and Silva Júnior, 2020). With the help of this partnership, Samsung has also been able to develop a unique base of operations in Brazil that has enabled it to develop a strong after-sales service base for its customers. However, Samsung has also faced certain difficulties to continue operating in the Brazilian market. This was influenced by the hike in Dollar values over the local currency of Brazil (De Guimarães *et al.* 2023). This boosted the prices to cover the cost increase. However, in such situations, Samsung took a bold step to cater to the Brazilian consumer base who are willing to purchase advanced devices in exchange for higher costs. Focusing on a new market sector enabled the company to survive during the crisis and that later enabled it to continue operating under an affordable smartphone base (Guzzo *et al.*, 2022).

External analysis

Understanding the external environment of an organization is extremely important to understand the opportunities and threats that changes in the external environment are liable to bring to an organization. This part of the report is therefore aimed at developing an analysis of the external environment of Samsung.

PESTEL Analysis

The comparative PESTEL analysis involves comparing and understanding the situation that Samsung has to face in two different markets, its home country South Korea and the host country selected for the report, Brazil.

- **Political factors**

In the South Korean market, Samsung has a strong ground of operations because of the centralized power system in the country. Besides, the country shows the political will to conduct economic reforms that help strengthen the economy which is helpful for any organization to conduct steady business. Besides, the South Korean market is also beneficial for Samsung because, with the strong foreign relationship stature of the country, Samsung gains effectiveness to conduct international ventures with minimal restriction (Prabhu and Prasad, 2019). However, on the other hand, Brazil is one of the largest democracies in the world. This produces ample opportunities for any company in any sector. Moreover, the effective economic relationship of Brazil with other nations enables an organization to thrive for economic growth and sustainability along with international peace and security. However, increasing corruption in Brazil is a concern for Samsung.

- **Economic factors**

The South Korean market has proved to be beneficial for Samsung because of its successful economic reforms that have helped the company to find opportunities in exports. However, the South Korean economy is further reducing its affinity for foreign investments, which can be seen as a profitable situation for Samsung with a reduced scope of competition in its home market. Brazil encourages Foreign Direct Investment and encourages foreign initiatives in the country's market. This makes Brazil a compatible economy for Samsung. However, the complicated taxation system of Brazil, tariff, and non-tariff barriers are reducing consumer market effectiveness and mobility. These are certain threatening factors for Samsung.

- **Social factors**

Samsung is liable to face certain issues in the social attributes in South Korea due to many reasons. Foremost is the fact that the society of South Korea is an aging society with a

gradually reducing number of youths. This is negative for Samsung as it would continue to need young talents and operators to hold the fast-moving opportunities of the company. However, at the same time high education level is a profitable situation for Samsung as it provides the company with a highly educated workforce. However, the increase in the strength of labour unions and the increase in wages may be challenging factors in the upcoming years. Contrary to the South Korean market Brazilian social factors are graver and can be impactful for Samsung in the long run. There is a lack of adequate literacy with a lower literacy rate. There is also a lack of healthcare opportunities that would be equally provided to all. However, the Brazilian market can be a strong prospect for Samsung because the economic reforms are happening faster in the country which is responsible for the rapid growth of the middle-class section. Thus, there is an increasing market for advanced devices and gadgets.

- Technological factors

South Korea is a country with huge opportunities when it comes to technological factors. The telecom sector of the company is facing robust advancement. Besides, future scopes are seen with government policies to foster research and development. However, increasing research and development costs is an important concern for a company like Samsung. On the other hand, Brazil is a market that is advanced and is still booming as far as technological factors are concerned. The government is heavily investing to develop innovative and transformative projects that would allow different national and international companies to invest in the Information Communication Technology sector. Therefore, there is ample scope for Samsung in the Brazilian market.

- Environmental factors

Samsung has to face certain challenges in this PESTEL factor. South Korea has lower availability of natural resources therefore its use is also limited. As a result, the organisation has to face challenges in orienting it with green energy provisions. However, the South Korean government is eagerly promoting governmental interventions to help protect the environment. South Korea also promotes environmental education and eco-business. Contrary to the South Korean factors, Brazil has better environmental opportunities for a company like Samsung. There is ample availability of natural resources and the government has also been indulging in taking environment-friendly initiatives to deal with the challenges (Wulff *et al.*, 2019). Therefore, Samsung is able to meet its intervention goals in both the host and home country markets.

- Legal factors

The South Korean market has numerous regulatory incentives and supportive tax policies. This is preferable for an organisation to operate extensively in a market. However, effectiveness in custom operations often poses a threat to legal operations regarding trade laws. Brazilian law immensely encourages foreign direct investment. However, it has put certain restrictions on certain sectors such as transport, nuclear energy, etc. Samsung will have minimal impact because of these restrictions.

Industry five forces

Porter's Five Forces analysis helps in deriving an understanding of the five competitive forces that act in an organisation. These five forces shape the conditions within an industry and also help in determining the course of operations of the players in the same industry sector. Conducting five forces analysis is beneficial for an organisation to identify the market factors that help in determining the strategic decision-making in an organisation.

- The threat of new entrants

The technology market within which Samsung functions is a research and development-intensive industry. The players in this sector are liable to invest largely in innovation to deal with changing market preferences and most importantly, to cater to the competition in the market. Such high capital investments often result in a struggle for companies entering a market. Being a corporate giant, Samsung has taken a leading position in the market of South Korea as well as a number of other international markets (Jia, 2022). Samsung can control the South Korean market and hence has higher power over the new entrants in the electronics and mobile phone manufacturing sector. Samsung enjoys economies of scale in the market as the newer companies face difficulties to sustain the technical requirements and create the brand value that is required to gain the trust of the consumer market (Hidiroglu, 2021).

- Threats of substitutes

Samsung is one of the companies that invest the greatest proportion in innovation and development. It carries many patents from the new technologies that they have developed and implemented in various products. This stops Samsung's competitors from replicating the technologies that it provides. However, the technology market is all about new and better inventions and the switching cost of the consumers is low. Therefore, Samsung faces a moderate to high threat of substitution of their products (Ishigai, 2020). Consumer preferences and choices may change from time to time which makes this aspect further

challenging for Samsung. However, the measures taken by the company to ensure updating itself to the target market have proved to be effective since its inception.

- Bargaining power of the Customers

Customers' bargaining power can be defined to be moderate in the case of Samsung. This is because the company has a range of products available in the market that enables it to cater to a wide variety of products and services. Consumer bargaining power also varies with the range of price of the products. The bargaining power of the consumers is higher in the case of low-cost products (Wu *et al.*, 2022). Whereas, for high-cost products, the customers tend to have lower bargaining power. The switching cost of low-cost items like phones is lower, while other products like refrigerators, TV, microwave machine, etc. have higher switching costs. Hence, buyers tend to have complete ideas and knowledge before they choose a brand. Besides, better accessibility to information has also enabled consumers to compare the product features and prices of different brands which also contributes to customer choice.

- Bargaining power of the suppliers

The presence of numerous suppliers in the market enables Samsung to choose the best vendors or suppliers. This lowers the bargaining power of the suppliers in their home country market of Samsung.

- Competitive rivalry

A number of rivals in the technology market compete directly with Samsung. Samsung's competitors like Google, Apple, OnePlus, Mi, Voltas, Whirlpool, etc. offer different challenges for the organisation in different product sectors in its home market (Li *et al.*, 2021). These tech giants operate parallelly to capture different market opportunities and have individual USPs. Therefore, although the competitive rivalry is high Samsung offers a unique proposition in the market that lets it ensure loyalty.

Market analysis

- Competitors in the market

Samsung was successful in quickly establishing itself as a major South Korean manufacturer and brand. It was primarily known to make home electronic products. According to research, by the year 2019, it had grown to become the second-largest technology company in the world. Although, recent years witnessed low penetration of Samsung smartphone usage. It might prove to soar in its increasing usage in the near future (Wang and Liu, 2022). Apple is a tough competitor of Samsung with its recent success in the region with its launch of lower-priced devices. As a result of this, Apple became one of the top competitors of

Samsung in the marketplace. Apart from this, Huawei is known to repeatedly impress its target customers with its design and functionality making it a prominent competitor of Samsung. Apart from this, Oppo, being cost-effective and well-executed branding strategies quickly gained popularity and became a vital competitor for Samsung.

- Market size

According to research, for the entire year, Samsung has been leading the market with 22 percent of the market followed by Apple. This has been possible because of its fast pace adaptability to new market reality. The smartphone market of Samsung has been witnessing a front row being tough competition to other existing smartphone brands. Its market has been fluctuating since 2009. By the beginning of 2010, Samsung had just 4.3% of the smartphone vendor market. Its popularity started to increase ever since. In just four years, its market share increased to 19.4% (Singhal, Anand, and Singh, 2020).

- Key success forces

The biggest reason that Samsung found more success in the market compared to other electronic and smartphone brands existing in the marketplace is because of its focus on consumer-oriented innovations. Its ultimate focus area was the demands and the needs of its target customers based on the design, technology, functions, features, etc. The company is known to invest heavily in research and development every single year. The company never allows innovation to fall. Consumer experience and reviews play a very vital role in the company. Rather than just making products like Galaxy smartphones or appliances, the company also focuses on great consumer experiences. As a result of all of the above-mentioned points, Samsung has grown to be a highly respected brand globally (Hamm, and Klesel, 2021). Furthermore, strategy is also one of the key features behind the success of the brand. Its strategies for global business are far better than other brands existing in the global market. Samsung is considered to be more innovative and flexible regarding its wide range of product portfolio and great experience products.

Host country analysis

After dominating the sales of South Korea over decades, Samsung decided to move up to the next step of the business, that is, world recognition. In the 80s, Samsung began exporting most of its products. The company first entered Brazil filled with news good and bad officially in 1987. In the beginning, Samsung started selling monitors and hard drives at the

beginning. Later, it emerged as one of the top-prior smartphone brands in Brazil with its wide popularity and quality.

National Diamond

The National diamond is a theory. It talks about competitive advantage. This theory is developed by Michael E. Porter. Diamond-shaped graphics are used to describe the pattern of this theory. It represents the various factors that are used to make the industrialized competitive market in a particular country. It also talks about the competitive advantage of the company.

Brazil as a BRIC is known to have significant participation in the economy of the world. The following are the four attributes referred to by Porter:

- Factor conditions are the aspects that deal with the terms of production. It might include infrastructure and human resources. These conditions are usually created by the nation rather than the natural environment. It plays a competitive advantage over other markets in a business place. Porter mentions that if any nation is not endowed with natural resources, other countries might find a competitive advantage over it.
- Demand conditions are the demands that exist in an internal market. It deals with products and services.
- Related and supporting industries deals with the existence or absence of suppliers in the marketplace. It deals with international competitiveness.
- Firm strategy, structure, and rivalry are other attributes of it. It is organized and managed by the nation (Cunha, 2013).

As is known that Brazil is called a country continent. It means that the country has varied dimensions, different cultures, and varied natural aspects. Therefore, the generalization of the country becomes quite difficult. The strengths and weaknesses of one region are different from that of the other. Brazilian industry is known as NCM. The classification of goods in NCM is usually governed by the General rules that fall under a Harmonized system. Based on Porter's theory, the country is analyzed on world exports.

Country business risk

Samsung factory, one of the fast-growing consumer industries is known to face a lawsuit that alleges the Brazilian factories have dangerous working conditions. They accuse the workers of the Samsung industry in Brazil is subjected to the risk of diseases. This is because of their repetitive activities and intense pace of work. This accusation has created a severe risk for the fall of the market Samsung in Brazil.

The prosecutors asked the brand to compensate the workers and asked the South Korean brand to provide the workers with more breaks and ergonomic types of furniture.

Furthermore, Samsung is known to have not witnessed any significant impact on the production and shipping of smartphones in Brazil. Samsung has two plants in Brazil that are mostly focused on smartphones. But, the company has not been great at manufacturing innovative products in recent years. Besides, Samsung has no plans in the short run for the growth of the brand.

In Brazil, Samsung is known to run 30 distinctive smartphone models of 5G formats. Yet, the company did not reveal the actual tally of the monthly ships of the products from the local factories. The most recent launch of the brand, S23 was simultaneous with the global launch (Gonzalo *et al.*, 2023).

Internal Analysis

Global value chain

The global operations of Samsung is based on the value chain opportunities that it has created for itself to operate within the target market. The global value chain analysis of Samsung Electronics shows a certain anomaly that differs from the basic value chain model. Samsung, being a technology company, aims to keep in consideration the technological factors along with designing and engineering functions in the primary activity list of the organisation (Wulff *et al.*, 2019). Below is the diagram of Samsung's exceptional functioning of the value chain which includes reshuffling the primary and supporting activities of the basic model of Porter's value chain.

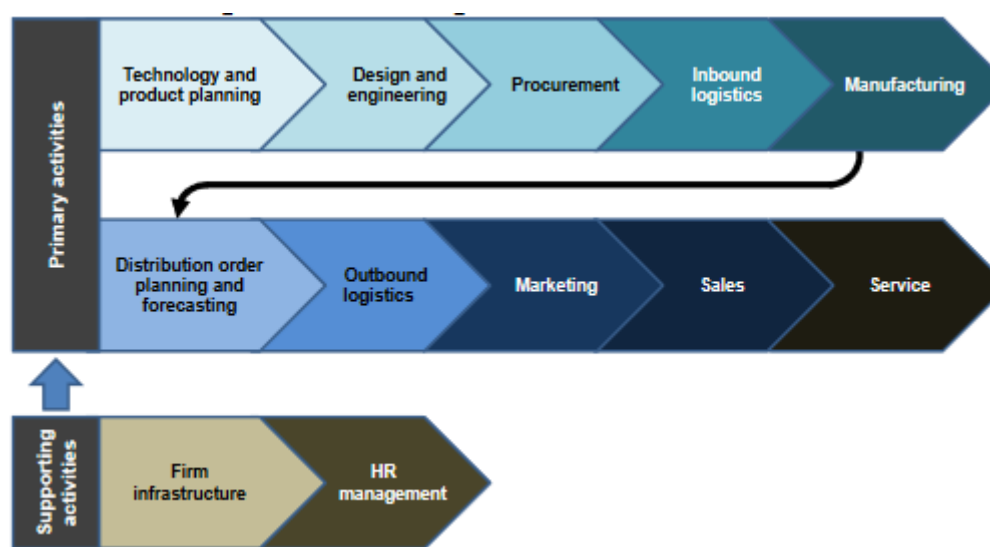


Figure 1: Value chain model of Samsung

(Source: *Global Value Chain Analysis on Samsung Electronics*, 2012)

Samsung operates with certain basic attributes that include research, product design and development, and research and development in the primary operations of the organisational value chain. The company's opportunities have been enhanced from time to time through engaging in certain innovative designs such as the invention of chip design, development of LCD technologies, and mobile phone technology. These innovations have come one after the other at different times, embarking on a new journey on the technology borderline of the business (Lee and Gereffi, 2021). The company considers designing prospects in different product sectors such as home appliances and applications, semiconductors, and mobile media. Samsung's value chain analysis shows that the company has HRM and firm infrastructure management as the supporting factors of the value chain operations. Other aspects that are associated with the primary operations of Samsung are procurement, inbound logistics, distribution and forecasting, outbound logistics, marketing, and sales.

Global Marketing

Marketing operations are one of the primary operations of Samsung. The company engages heavily with marketing activities and operates on its unique marketing strategy. Samsung has always focused on leveraging the exceptional qualities of the media which have also influenced marketing and product development. Similarly, in the case of marketing also Samsung has chosen certain exceptional channels to promote and campaign its products. The digital intimacy of Samsung has opened new options for the company to integrate and engage with its customers. Adopting the use of social currency has enabled the company to attain success in digital marketing campaigns (Shin and Shin, 2021). The social media platforms Samsung has been leveraged to connect with different segments of the market. For example, on Instagram Samsung has profiles for customers in different countries like Samsung UK, Samsung UA, Samsung India, etc. This helps the company to cater to different markets through social media. Samsung also depends on SEO and content marketing. The company uses the best tactics to push its products in the market through sales promotion and digital media has opened a new way for this technology company to explore further possibilities (Shin and Cho, 2020).

Global HRM

Global HRM and performance management operations of Samsung are associated with multiple strategic integrations of the organisation. It conducts an annual achievement evaluation of the employee performance or gains insight into the performance ability of the

organisational workforce aligning with the organisational objectives and goals (Ruiz *et al.*, 2020). The human resources management of Samsung works towards the development of policies and strategies for the functioning of the entire workforce. The company's human resources department makes use of different methods to benchmark the company's operations (Haizar *et al.*, 2020). The aim of human resources management is the optimisation of employee performance ability along with ensuring job satisfaction of the employee base. The human resources of the organisation are liable to look for the work safety of the employees, which in turn involves attending to the workforce towards attaining their personal goals.

SWOT analysis

- **Strengths**

Samsung dominates the smartphone market

In the smartphone manufacturing market, Samsung has an indispensable positioning that has enabled the company to improve its rank in the manufacturers' list. The customer-centric system enables the organisation to derive an advantage in the market over its competitors.

Research and development are key strengths

Samsung has been consistently involved in sustainable development as a part of its innovation activities. This is essential for the organisation to ensure that the business is able to expand through technology development. Samsung's ability to sustain a global value chain already makes strong brand recognition for the company (Omer, 2019). This is always an additional advantage of Samsung if considered against newcomers as well as older players in the market.

Diversified portfolio

The product portfolio of Samsung contains a wide diversity of product bases. This is an additional advantage of the organisation as it is able to target various consumer sectors in the market with the high cost and low-cost products.

- **Weaknesses**

Deeper dependence on the American market

Despite Samsung's successful operations in the South Korean market, the company is largely dependent on the American market. This is a significant weakness of the organisation.

Bribery scandal

Although few but significant scandals of Samsung have been responsible for tainting the image of the brand that works as a setback for the brand in certain markets. On the other

hand, news of certain defective items such as the Samsung Galaxy A20e series has been reported for malfunctioning.

- Opportunities

The company's high knowledge and research and development scores enable Samsung to develop a knowledge pool that acts as profitability for the organisation. With emerging technological abundance Samsung is already a step ahead with such a vast pool of knowledge. With the upcoming technology boom and 5G technology opportunities, Samsung will be an important stakeholder to give a new shape to the industry (Hidiroglu, 2021).

- Threats

Increased competition in the market is always a threat to Samsung. Samsung faces hard competition with lower switching costs on the part of the buyers which threatens the future success of the brand. However, increased regulatory threats are also a matter concerning the future success of the company in countries like Brazil with evolving regulatory aspects.

The above SWOT analysis implies that Samsung is both liable to face opportunities and threats in the future. However, the threats of the organisation can be contained with exponential strategic management operations in the market that will enable the business to sustain its scope in the near and far future.

Corporate Social Responsibility

Samsung launched its corporate social responsibility initiatives in the year 2009. The initiative is named 'Samsung Hope Project' through which the company contributes to the greater community by supporting causes of education, sports, culture, social welfare, community development investment, etc. (Chang *et al.*, 2019) Samsung has partnered with various media and educational agencies to support innovative ability among students from the grassroots level. Samsung also has a high-level contribution to the Samsung Medical Centre in its home country which provides specialist healthcare services for different diseases (Shamborovskyi *et al.*, 2020). In this sector, the company spends about 100 million US dollars every year which contributes to the betterment of the health infrastructure of its host country South Korea.

Conclusion

The report has conducted an analysis of Samsung and its performance in both its home and host country. The report provides an understanding of the exponential factors of the organisation, which is a tech giant based in the South Korean market. The chosen host market

Brazil has been a very successful market for Samsung. The organisation entered the market through collaboration and network development to understand and ensure that the local information can be leveraged to develop a good market hold. The analysis in the report has also focused on internal and external analysis of the organisation. The internal analysis helped in realising that Samsung values innovation and R&D and keeps it as a primary activity in the value chain operations. The external analysis derived that Samsung has a good market position and is not threatened by the current competition. The company faces threats from its close competitors yet has greater opportunities to sustain its competitive edge in the market. Samsung's entry into Brazil is highly appreciated.

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