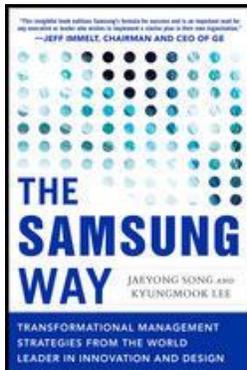


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## PM WORLD BOOK REVIEW



Book Title: ***The Samsung Way***

Authors: **Jaeyong Song, Kyungmook Lee**

Publisher: **McGraw-Hill Professional**

Format: Hard copy, 256 pages      List Price: \$21.78

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Reviewer: **Jerry D Glasscock**

Review Date: 8/10/2014

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### Introduction to the Book

“An age is coming where the No. 1 can fall to the bottom and the bottom becomes No. 1”, Chairman Lee, 1993. The marketplace has produced many companies and many of them fail to adapt to the necessity of change. Few of them become regionally successful and fewer still become industry leaders. Only the elite become global industry leaders. Samsung is one such company. “The Samsung Way” describes the evolution of Samsung through inception, becoming a leading local company, a fast follower, and the transformation into a global industry leader.

The evolution was made possible by total commitment by Chairman Lee which required Samsung to adopt business practices outside the Korean experience and the leadership to see each transformation complete. Samsung put aside practices which had been successful in the past to adopt practices which would allow them to be successful in the digital age. These directives required a singular vision, and the Owner / Manager with the strength to see it through. Samsung transformed itself into a singular example of efficiency and effectiveness as a result.

### Overview of Book's Structure

The Samsung Way addresses the different aspects that led to the success of Chairman Lee's “New Management” strategy. As each area is addressed, the historical progress from old to new is reviewed. There is some commonality of strategy for each area and there is some repetition of material in each section, but not laboriously so. Each section deals with specific challenges and the application new management principles which brought changes well established and entrenched practices.

## **Highlights: What's New in this Book**

There have been some excellent examples of companies who have applied the principles of quality over quantity such as Toyota and Ford. Their focus on quality was skewed towards manufacturing principles whereas Samsung applied the quality principle to every aspect of its business including hiring, supply chain, vertical integration and a host of other areas. Samsung challenged the very things that had brought them success in order to transform the company.

## **Highlights: What I liked!**

As an adherent to the W. Edwards Deming and H. James Harrington philosophy for many years I have been a proponent of the quality approach. The depth and breadth of Chairman Lee's commitment to the quality first philosophy and the areas in the company where he was able to apply the philosophy are truly impressive.

In the face of resistance from the "older and wiser" executive leadership whom had led the company to success and the process by which he won them over to the new management philosophy is equally impressive. Over the course of over 3 years he had to win over and retrain his leadership to see the benefits and wisdom of quality over quantity. Once he had won them over he instilled a sense of purpose and urgency to transform Samsung into a world leader.

Many companies experience success but do not look to the future to see what market changes are coming. Chairman Lee was able to see the trends in technology and the necessity of changing long held business practices within Samsung. Most companies that become successful also become complacent and adhere to the business strategy that made them successful. Over time, the market changes and those businesses struggle and often fail. Samsung overcame the curse of success, changed direction, and redefined everything to adapt to the digital age.

## **Who might benefit from the Book**

Business leaders who wish to break out of the status quo and truly innovate within their industries need to read the Samsung Way. Question everything about how the business is run and apply the quality principle over traditional business management practices. Samsung provides the model which to follow in an ever changing business landscape.

## **Conclusion**

Samsung was able to take the Deming principles of quality and incorporate into every business area, not just those associated directly with production. This launched them to global leadership in their business areas ahead of other giants such as Apple. To

accomplish this task required the singular vision of the Owner / Manager Mr. Kim. His status as the owner and longevity in the lead position allowed him to overcome the resistance to change within the organization.

The Owner / Manager is a key advantage for Samsung and may be the Achilles heel. Every transition of leadership brings the risk of losing the vision which has been fundamental to Samsung's success as well as maintaining the sense of urgency to stay ahead of the competition. Time will tell if Samsung will maintain its position in the global market or lose the sense of crisis and fade.

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More about this book can be found at <http://www.mhprofessional.com/product.php?isbn=0071835792>

*Editor's note: This book review was the result of cooperation between the publisher, PM World and the Dallas Chapter of the Project Management Institute (PMI Dallas Chapter – [www.pmidallas.org](http://www.pmidallas.org)). Publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. Reviewers can keep the books and claim PDUs for PMP recertification. PMI Dallas Chapter members are generally mid-career professionals, the audience for most project management books. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact [editor@pmworldjournal.net](mailto:editor@pmworldjournal.net).*

## About the Reviewer



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Jerry Glasscock has 30 years of management and project / program management, and consulting experience with Fortune 500 companies and start-ups; Department of Defense, as well as State and Federal governments. He has seen the best and worst of management practices. Jerry is an ardent supporter of the quality first philosophy espoused by W. Edwards Deming and H. James Harrington. Jerry can be contacted at [Jerry\\_glasscock@outlook.com](mailto:Jerry_glasscock@outlook.com).