



Sony vs Samsung: The Inside Story of the Electronics Giants' Battle For Global Supremacy

Sea-Jin Chang

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"*Sony vs. Samsung* is business history at its best! It explores the divergent fortunes of these two electronics giants in the last decade and identifies the true reasons behind Sony's decline and Samsung's rise. Contrary to popular belief, Chang shows that success (or failure) does not simply arise from different strategies. Rather, it emerges from major decisions that are deeply rooted in the companies' organizational processes and their executives' political behavior. This book is a must-read for any senior executive."

—**Constantinos Markides**, Robert P. Bauman Professor of Strategic Leadership and Chairman, Strategy Department, London Business School

"Sea-Jin Chang has produced that rarity in a business book--one that is as valuable to practicing managers as it is insightful to academic researchers. In this fascinating comparison of two modern global giants, he applies his high resolution research microscope to their changing fortunes by dissecting their contrasting strategies, and providing interesting insights into their divergent organizational processes and management practices. This is a very valuable contribution to the international business literature. It will end up in as many corporate boardrooms as faculty seminars."

—**Christopher A. Bartlett**, Thomas D. Casserly Professor Emeritus, Harvard Business School

"Sea-Jin Chang has written a fascinating comparison of Sony and Samsung that will be valuable to anyone interested in strategy, organizations or international business. The interwoven and very detailed case studies of two very different companies in overlapping industries illuminate problems such as adaptation to technological change (analog to digital), organizational flexibility and globalization. His attempt to analyze both strategic development and implementation is successful and very useful. Both academics and practitioners will learn a lot from this book."

—**Stephen J. Kobrin**, William Wurster Professor of Multinational Management, The Wharton School, University of Pennsylvania

"Refreshingly original and entertaining, this book analyzes major strategic decisions of Samsung and Sony and highlights organizational processes and top management leadership that have shaped their performances. This is a must-read for all executives who want to understand the strengths and weaknesses of Asian competitors. It also provides penetrating insights to other Asian companies with global ambitions."

—**Myoung Woo Lee**, President and CEO, iriver

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