Samsung's primary business strategy has been to provide high-quality products with a broad target audience ([Martin](http://panmore.com/samsung-generic-strategy-intensive-growth-strategies-competitive-advantage)). It is this core strategy that has enabled the conglomerate to execute other strategies; the most significant being increasing market share in existing markets and developing/updating products. Although this strategy has worked historically for Samsung, its electronics affiliate has had recent challenges in executing it. As [Ben Thompson](https://stratechery.com/2014/smartphone-truths-samsungs-inevitable-decline/) noted in 2014, Samsung Consumer Electronics' (SCE's) phone business was falling behind Apple's because their fixation on improving device quality did not match with the circumstances of the time: where hardware quality was becoming standardized and software was playing a bigger role in the product's value.

Likely because of this, SCE has recently begun to incorporate software in its business. In a [2019 event](https://news.samsung.com/global/samsung-electronics-declares-age-of-experience-at-ces-2020?utm_source=mainkv&amp;utm_medium=internal), the affiliate announced plans to "seamlessly combine hardware and software." That same event saw SCE introduce a wide range of AI-powered IoT devices, including a smart chef and a mobile personal assistant.

Although Samsung Research (SR) has different goals than other Samsung affiliates, its goals are still heavily influenced by the whole Samsung organization. As one of our advisors, Anthony, stated, "Samsung [as a whole] is primarily a hardware company." Thus, the main objective of Samsung Research (SR) is to develop new ways of using this hardware in Samsung products. SR is pursuing this objective by focusing its research on subjects relevant to the internet of things (IoT): like robotics, data science, 5G, and AI ([Corporate Site](https://research.samsung.com/)). To defeat competitors (other researchers) in this field, SR pushes its employees to quickly work on projects to get a high throughput of discoveries. This manifests itself in the (relatively) short life-span of research projects in SR: 4 months.