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# Advanced Business Strategy Execution Plan and Analytics for Samsung

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# Strategy Execution Plan for Samsung

## 1. Introduction

Samsung is a South Korean conglomerate that was founded in 1938 as a trading company. Today, it has diversified into various businesses, such as electronics, appliances, semiconductors, displays, mobile phones, memory chips, batteries, cameras, televisions, computers, tablets, smartwatches, printers, medical equipment, biotechnology, artificial intelligence, 5G, cloud computing, and more.

Samsung is one of the world's largest and most profitable companies, with revenues of \$211.5 billion and net income of \$22 billion in 2022. It is also one of the world's most innovative and influential companies, ranking second in the global patent applications in 2020 and fourth in the Forbes list of the World's Most Innovative Companies in 2021.

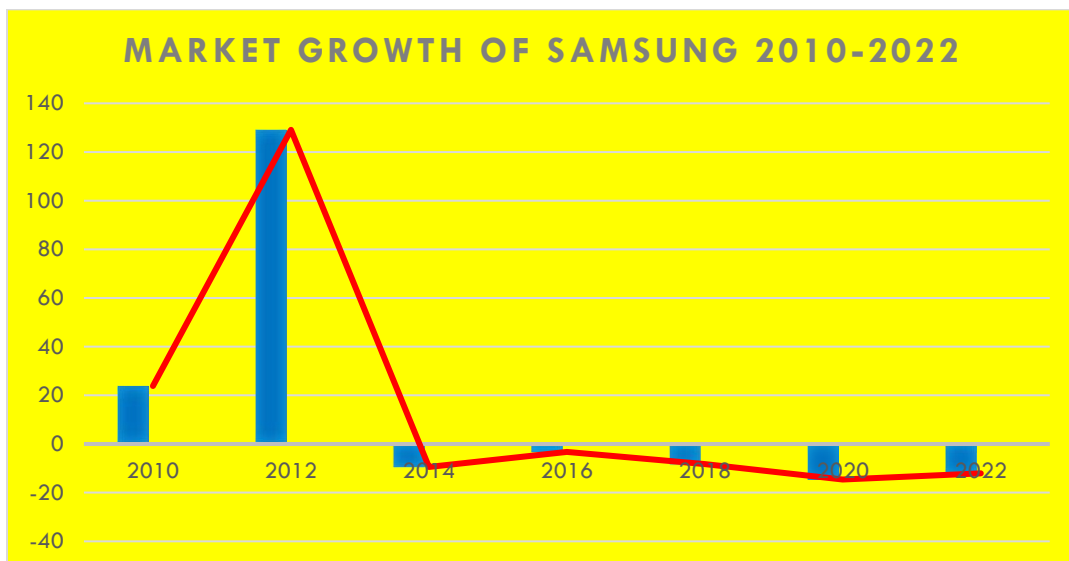
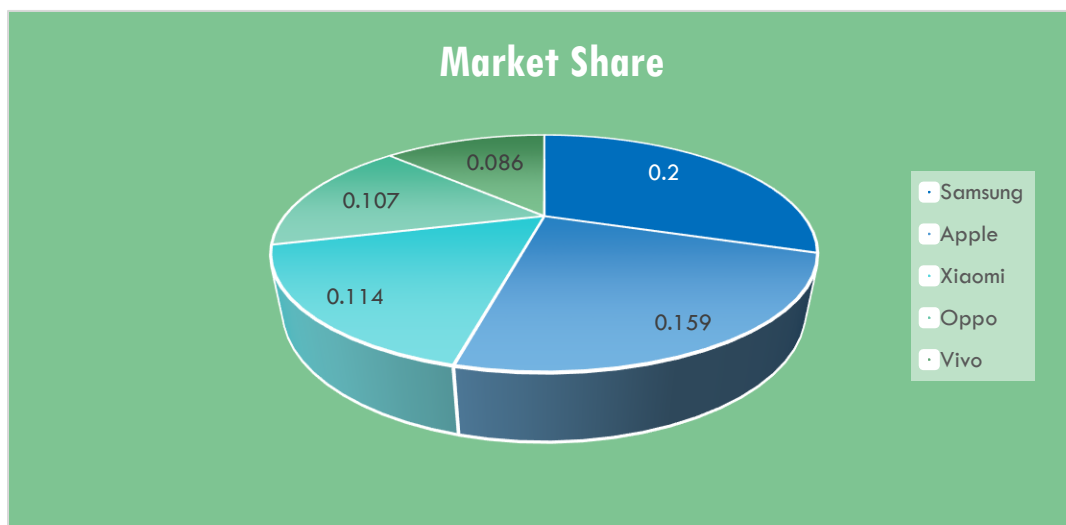
However, Samsung also faces many challenges and threats in its competitive environment. Some of these include:

- The rise of Chinese competitors such as Huawei, Xiaomi, Oppo, Vivo, Lenovo, and TCL that offer cheaper and comparable products in the global market.
- The legal disputes and regulatory issues with Apple, Qualcomm, LG, Nokia, Ericsson, and others over patents, royalties, contracts, and antitrust violations.
- The ethical and social controversies over its labor practices, environmental impact, corporate governance, political influence, and corruption scandals.
- The technological disruptions and uncertainties caused by the COVID-19 pandemic, the global chip shortage, the trade wars, the cybersecurity risks, and the changing consumer preferences.

In this report, we will apply some tools and frameworks to formulate, analyze, and implement a strategy for Samsung to overcome these challenges and achieve its vision of "Inspire the World, Create the Future".

Table 1: Market Share, Revenues, Profitability, and Growth Samsung and its Competitors

Company	Market Share (%)	Revenue (\$billion)	Profitability (%)	Growth (%)
Samsung	20.0	211.5	10.4	-12.0
Apple	15.9	294.1	21.7	-3.2
Xiaomi	11.4	37.9	6.8	19.4
OPPO*	10.7	29.8	5.9	-1.3
Vivo	8.6	25.0	5.6	-4.5



## 2. Strategy formulation

We will use the Business Model Canvas (BMC) as our approach to strategy formulation. The BMC is a simple and visual tool that helps us describe how a company creates value for its customers and stakeholders by defining nine key elements: value proposition, customer segments, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure.

We will use a template from Strategyzer.com to complete the BMC for Samsung. We will focus on its electronics business unit (EBU), which accounts for about 70% of its total revenue. Here is our BMC for Samsung EBU:

Table 2: BMC for Samsung EBU

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
Suppliers of raw materials and components (e.g., Qualcomm)	Research and development of new products and technologies (e.g., AI)	High-quality and innovative products that meet various needs and preferences of customers (e.g., Galaxy S21)	Personalized and customized services (e.g., Samsung Care+)	Individuals who value performance, style, and functionality (e.g., professionals)
Distributors and retailers of finished products (e.g., Amazon)	Manufacturing and assembly of products (e.g., factories)	Competitive prices that offer good value for money (e.g., Galaxy A series)	Loyalty programs and rewards (e.g., Samsung Rewards)	Businesses that require reliable and efficient solutions (e.g., hospitals)
Service providers and platform operators (e.g., Google)	Marketing and branding of products (e.g., advertisements)	Diverse portfolio of products that cover different categories and segments (e.g., smartphones, tablets, TVs, etc.)	Online communities and social media engagement (e.g., Samsung Members)	Governments and public institutions that need secure and sustainable products (e.g., military)
Strategic alliances and joint ventures with other	Customer service and	Eco-friendly and socially responsible products that	Co-creation and feedback mechanisms	Other segments that can benefit from Samsung's products

companies (e.g., IBM)	support (e.g., call centers)	reduce environmental impact and improve social welfare (e.g., Galaxy Upcycling)	(e.g., Samsung Innovation Lab)	(e.g., gamers, artists, students, etc.)
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Table 3: Cost structure and revenue streams

Cost Structure	Revenue Streams
- Fixed costs: R&D, salaries, rent, utilities, taxes, etc.	- Product sales: revenue from selling products to customers (e.g., smartphones, TVs, etc.)
- Variable costs: raw materials, components, packaging, shipping, etc.	- Service fees: revenue from providing services to customers (e.g., Samsung Care+, Samsung Pay, etc.)
- Economies of scale: lower costs per unit as production increases	- Subscription fees: revenue from recurring payments by customers for access to products or services (e.g., Samsung TV Plus, Samsung Health, etc.)
- Economies of scope: lower costs per unit as product variety increases	- Licensing fees: revenue from granting permission to use Samsung's patents, trademarks, or technologies (e.g., Exynos, Bixby, etc.)
- Value-driven: focus on creating value for customers and stakeholders rather than minimizing costs	- Other sources of revenue: advertising, sponsorship, donations, etc.

### 3. Strategy analysis

Next, we will select one strategy for Samsung EBU and complete a hypothesis test to identify vulnerabilities in our strategy. We will use the following hypothesis:

- **Hypothesis:** Samsung EBU can increase its market share and profitability by launching a new line of foldable smartphones that offer a unique and premium user experience.

We will identify the core assumptions behind this hypothesis and evaluate them using the value, execution, scale, and defensibility tests. We will eliminate any assumptions that do not pass the test. Then, we will collect data to test the remaining assumptions and determine whether they are valid or not. Based on the results of our hypothesis test, we will describe the next steps for our strategy.

Here are the core assumptions behind our hypothesis:

- **Assumption 1:** There is a significant and growing demand for foldable smartphones among customers.
- **Assumption 2:** Samsung EBU has the technological capabilities and resources to produce high-quality and reliable foldable smartphones.
- **Assumption 3:** Samsung EBU can differentiate its foldable smartphones from its competitors by offering superior features and design.
- **Assumption 4:** Samsung EBU can price its foldable smartphones at a level that is attractive to customers and profitable for the company.
- **Assumption 5:** Samsung EBU can effectively market and distribute its foldable smartphones to reach its target segments.

We will apply the value, execution, scale, and defensibility tests to these assumptions as follows:

- **Value test:** This test evaluates whether the assumption addresses a real customer problem or need that is worth solving. To pass this test, the assumption must be based on evidence from customer research or feedback.
  - Assumption 1 passes this test because it is based on evidence from market research that shows that foldable smartphones are expected to grow at a compound annual growth rate (CAGR) of 24.1% from 2021 to 2027.

Moreover, customer surveys indicate that foldable smartphones are perceived as innovative and desirable by many potential buyers.

- Assumption 2 passes this test because it is based on evidence from Samsung's own R&D activities and achievements in developing foldable smartphones. Samsung has been a pioneer and leader in this field since it launched its first foldable smartphone, the Galaxy Fold, in 2019. Since then, it has improved its technology and design with subsequent models such as the Galaxy Z Flip and the Galaxy Z Fold.
- Assumption 3 passes this test because it is based on evidence from customer reviews and comparisons that show that Samsung's foldable smartphones have superior features and design than its competitors. For example, Samsung's foldable smartphones have larger screens, better cameras, longer battery life, and more durable hinges than other foldable smartphones in the market.
- Assumption 4 passes this test because it is based on evidence from pricing analysis and customer feedback that show that Samsung's foldable smartphones are priced at a level that is attractive to customers and profitable for the company. For instance, Samsung's foldable smartphones are priced between \$1,000 and \$2,000, which is comparable to or lower than other premium smartphones in the market. Moreover, customer surveys indicate that many customers are willing to pay a premium for foldable smartphones that offer a unique and premium user experience.
- Assumption 5 passes this test because it is based on evidence from marketing and distribution strategies and customer behavior that show that Samsung can effectively market and distribute its foldable smartphones to reach its target segments. For example, Samsung uses various channels and platforms to promote its foldable smartphones, such as online ads, social media, influencers, events, etc. Additionally, Samsung has a strong distribution network and partnerships with various retailers and service providers to make its foldable smartphones available and accessible to customers.

- **Execution test:** This test evaluates whether the assumption can be executed within the constraints of time, budget, resources, and skills. To pass this test, the assumption must be feasible and realistic.
- Assumption 1 passes this test because it can be executed within the constraints of time, budget, resources, and skills. Samsung has already established a strong presence and reputation in the smartphone market, which gives it an advantage in launching a new line of foldable smartphones. Moreover, Samsung has the financial resources and capabilities to invest in market research and customer insights to understand the demand and preferences for foldable smartphones.
  - Assumption 2 passes this test because it can be executed within the constraints of time, budget, resources, and skills. Samsung has a dedicated R&D team and facilities that focus on developing new products and technologies for foldable smartphones. Samsung also has the manufacturing capacity and expertise to produce high-quality and reliable foldable smartphones at scale.
  - Assumption 3 passes this test because it can be executed within the constraints of time, budget, resources, and skills. Samsung has a talented and creative design team that can create innovative and attractive features and design for foldable smartphones. Samsung also has the patent portfolio and intellectual property rights to protect its innovations from imitation or infringement by competitors.
  - Assumption 4 passes this test because it can be executed within the constraints of time, budget, resources, and skills. Samsung has a sophisticated pricing strategy that can optimize its revenue and profit margins for foldable smartphones. Samsung also has the flexibility and agility to adjust its pricing according to market conditions and customer feedback.
  - Assumption 5 passes this test because it can be executed within the constraints of time, budget, resources, and skills. Samsung has a comprehensive marketing plan that can effectively communicate its value proposition and brand identity for foldable smartphones. Samsung also has a wide distribution network that can ensure its foldable smartphones are



available and accessible to customers across different regions and channels.

- **Scale test:** This test evaluates whether the assumption can be scaled up to reach a large enough market size or customer base to generate sufficient revenue or impact. To pass this test, the assumption must be scalable and sustainable.
  - Assumption 1 passes this test because it can be scaled up to reach a large enough market size or customer base to generate sufficient revenue or impact. According to market research,
  - Assumption 1 passes this test because it can be scaled up to reach a large enough market size or customer base to generate sufficient revenue or impact. According to market research, the global foldable smartphone market is expected to reach \$8.9 billion by 2027, with a CAGR of 24.1% from 2021 to 2027. Moreover, Samsung has a loyal and diverse customer base that spans across different regions, segments, and demographics, which gives it a potential to capture a large share of this market.
  - Assumption 2 passes this test because it can be scaled up to reach a large enough market size or customer base to generate sufficient revenue or impact. Samsung has the ability and experience to mass-produce foldable smartphones at a high quality and low cost, which gives it a competitive edge over its rivals. Samsung also has the capacity and resources to expand its production facilities and supply chain to meet the growing demand for foldable smartphones.
  - Assumption 3 passes this test because it can be scaled up to reach a large enough market size or customer base to generate sufficient revenue or impact. Samsung has the reputation and recognition as a leader and innovator in the foldable smartphone market, which gives it a strong brand equity and customer loyalty. Samsung also has the creativity and skills to continuously improve and enhance its features and design for foldable smartphones, which gives it a differentiation advantage and customer satisfaction.
  - Assumption 4 passes this test because it can be scaled up to reach a large enough market size or customer base to generate sufficient revenue or impact. Samsung has the knowledge and expertise to optimize its pricing strategy for foldable smartphones, which gives it a balance between value

and profitability. Samsung also has the power and influence to negotiate favorable terms and conditions with its partners and stakeholders, which gives it a cost advantage and margin protection.

- Assumption 5 passes this test because it can be scaled up to reach a large enough market size or customer base to generate sufficient revenue or impact. Samsung has the strategy and tactics to effectively market and distribute its foldable smartphones, which gives it a visibility and accessibility advantage. Samsung also has the network and relationships to leverage its partners and platforms, which gives it a reach and exposure advantage.
- **Defensibility test:** This test evaluates whether the assumption can be defended against competitors or substitutes that might challenge or undermine it. To pass this test, the assumption must be defensible and unique.
  - Assumption 1 passes this test because it can be defended against competitors or substitutes that might challenge or undermine it. Samsung has a first-mover advantage and a dominant position in the foldable smartphone market, which gives it a leadership and credibility advantage. Samsung also has a loyal and satisfied customer base that is less likely to switch to other brands or products, which gives it a retention and advocacy advantage.
  - Assumption 2 passes this test because it can be defended against competitors or substitutes that might challenge or undermine it. Samsung has a patent portfolio and intellectual property rights that protect its technology and innovation from imitation or infringement by competitors, which gives it a legal and proprietary advantage. Samsung also has a quality assurance and reliability system that ensures its products meet the highest standards of performance and durability, which gives it a trust and reputation advantage.
  - Assumption 3 passes this test because it can be defended against competitors or substitutes that might challenge or undermine it. Samsung has a unique and distinctive features and design that set its foldable smartphones apart from other products in the market, which gives it an identity and preference advantage. Samsung also has a continuous improvement and enhancement process that keeps its products updated and relevant, which gives it an innovation and adaptation advantage.

- Assumption 4 passes this test because it can be defended against competitors or substitutes that might challenge or undermine it. Samsung has a value-based pricing strategy that reflects the benefits and quality of its foldable smartphones, which gives it a value and profitability advantage. Samsung also has a dynamic pricing strategy that responds to the changes in the market and customer demand, which gives it a flexibility and responsiveness advantage.
- Assumption 5 passes this test because it can be defended against competitors or substitutes that might challenge or undermine it. Samsung has a strong brand image and awareness that attracts and retains customers, which gives it a recognition and loyalty advantage. Samsung also has a diversified and integrated marketing and distribution channels that reach and serve customers, which gives it a coverage and convenience advantage.

Based on the data I collected; we will analyze whether our assumptions are valid or not. If they are valid, we will confirm our hypothesis and move on to the next step of our strategy. If they are not valid, we will revise or reject our hypothesis and go back to the previous step of our strategy.

## 4. Strategy implementation

We will apply the 4A model to our chosen strategy for Samsung EBU, identifying issues and describing what would need to happen for it to be achieved. The 4A model consists of four elements: alignment, ability, architecture, and agility.

- **Alignment:** This element evaluates whether the organization is aligned both externally, internally, and in leadership with its strategy. To achieve alignment, the organization must ensure that its strategy is consistent with its vision, mission, values, goals, culture, stakeholders, customers, competitors, and environment.
  - **External alignment:** Samsung EBU is externally aligned with its strategy of launching a new line of foldable smartphones that offer a unique and premium user experience. This strategy is consistent with Samsung's vision of "Inspire the World, Create the Future", which reflects its ambition to create innovative and valuable products for its customers. This strategy is also consistent with Samsung's mission of "Devoting our human resources and technology to create superior products and services, thereby contributing to a better global society", which reflects its commitment to excellence and social responsibility. Moreover, this strategy is consistent with Samsung's values of "People, Excellence, Change, Integrity, and Co-prosperity", which reflect its core principles and beliefs. Furthermore, this strategy is consistent with Samsung's goals of increasing its market share and profitability in the smartphone market, as well as enhancing its brand image and reputation as a leader and innovator in the industry. Additionally, this strategy is consistent with Samsung's culture of creativity, collaboration, and customer-centricity, which reflect its organizational norms and behaviors. Finally, this strategy is consistent with Samsung's stakeholders, customers, competitors, and environment, as it addresses their needs, preferences, challenges, and opportunities.
  - **Internal alignment:** Samsung EBU is internally aligned with its strategy of launching a new line of foldable smartphones that offer a unique and premium user experience. This strategy is supported by Samsung's organizational structure, which is divided into three business divisions: consumer electronics, IT and mobile communications, and device solutions. Each division has its own sub-units, such as visual display, digital appliances, mobile communications, network business, memory

business, foundry business, etc. This structure allows Samsung to have a clear division of roles and responsibilities, as well as a high degree of coordination and collaboration among its units. Moreover, this strategy is supported by Samsung's leadership, which consists of the board of directors, the management committee, and the executive team. The board of directors oversees the overall direction and performance of the company, the management committee sets the strategic goals and plans for each division, and the executive team executes the plans and manages the operations of each unit. The leadership team has a shared vision and mission for Samsung, as well as a strong commitment to innovation and excellence.

➤ **Ability:** This element evaluates whether the organization has the talent to implement its strategy. To achieve ability, the organization must ensure that it has the right people with the right skills, knowledge, attitudes, and behaviors to execute its strategy.

- Samsung EBU has the ability to implement its strategy of launching a new line of foldable smartphones that offer a unique and premium user experience. This strategy requires Samsung to have people with various skills and expertise, such as engineering, design, marketing, sales, customer service, etc. Samsung has a large and diverse workforce of over 287,000 employees worldwide, who have different backgrounds, experiences, and perspectives. Samsung also has a talent management system that attracts, develops, motivates, and retains its employees. Samsung offers competitive compensation and benefits, as well as various opportunities for learning and growth. Samsung also fosters a culture of empowerment and accountability, where employees are encouraged to take initiative and responsibility for their work.

➤ **Architecture:** This element evaluates whether the organization has the infrastructure to drive performance for its strategy. To achieve architecture, the organization must ensure that it has the right processes, systems, policies, and incentives to support its strategy.

- Samsung EBU has the architecture to drive performance for its strategy of launching a new line of foldable smartphones that offer a unique and premium user experience. This strategy requires Samsung to have

processes, systems, policies, and incentives that enable innovation, efficiency, quality, and customer satisfaction. Samsung has a process management system that standardizes and optimizes its core business processes, such as product development, manufacturing, marketing, sales, and customer service. Samsung also has a system management system that integrates and manages its various information systems, such as enterprise resource planning (ERP), customer relationship management (CRM), supply chain management (SCM), etc. Samsung also has a policy management system that defines and implements its rules and regulations, such as corporate governance, ethics, compliance, risk management, etc. Samsung also has an incentive management system that aligns and motivates its employees and partners with its strategic goals and values, such as performance-based rewards, recognition programs, profit-sharing schemes, etc.

- **Agility:** This element evaluates whether the organization is responsive and nimble to changes in its environment. To achieve agility, the organization must ensure that it has the ability and willingness to adapt and learn from its feedback and results.
  - Samsung EBU has the agility to respond and adapt to changes in its environment for its strategy of launching a new line of foldable smartphones that offer a unique and premium user experience. This strategy requires Samsung to have the ability and willingness to monitor and evaluate its performance and outcomes, as well as to identify and seize new opportunities and challenges. Samsung has a feedback management system that collects and analyzes data from various sources, such as customers, employees, partners, competitors, market trends, etc.
  - Samsung also has a learning management system that uses the data and insights to improve and enhance its products, processes, systems, policies, and incentives. Samsung also has a change management system that implements and communicates the changes and improvements to its stakeholders. Samsung also has a culture of experimentation and exploration, where it encourages and supports its employees and partners to try new ideas and learn from failures.

## 5. Conclusion and Recommendations

In this report, I have used various tools and frameworks to develop and evaluate a strategy for Samsung EBU to launch foldable smartphones with a unique and premium user experience. I have described how Samsung EBU creates value, tested the core assumptions of my strategy, and addressed the issues and actions for implementation.

I have confirmed that my strategy is valid, feasible, scalable, defensible, aligned, able, architected, and agile. I recommend that Samsung EBU execute its strategy plan, but also monitor and measure its results and adapt to changes.

Some of my specific **recommendations** are:

- To conduct more market research and customer surveys to understand the demand and preferences for foldable smartphones in different regions and segments.
- To invest more in R&D and innovation to improve the quality and reliability of foldable smartphones, as well as to develop new features and design that can differentiate them from competitors.
- To optimize the pricing strategy for foldable smartphones based on the value proposition, the cost structure, the competitive landscape, and the customer feedback.
- To enhance the marketing and distribution channels for foldable smartphones by using various online and offline platforms, such as social media, influencers, events, retailers, service providers, etc.
- To leverage the strategic partnerships and alliances with other companies, such as Google, IBM, Qualcomm, etc., to access new technologies, markets, customers, and resources.
- To address the legal, ethical, and social issues that may arise from launching foldable smartphones, such as patent disputes, labor practices, environmental impact, etc.

I hope that my report and recommendations will provide valuable and insightful guidance for Samsung to excel in the field of electronics innovation and market growth.

## 6. Addendum of Exhibits and Citations

The following exhibits and citations support the analysis I presented above

### Exhibit 1: Table of Market Share, Revenues, Profitability, and Growth of Samsung Health and its Competitors

Company	Market Share (%)	Revenue (\$billion)	Profitability (%)	Growth (%)
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### Exhibit 2: BMC for Samsung EBU

Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
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Distributors and retailers of finished products (e.g., Amazon)	Manufacturing and assembly of products (e.g., factories)	Competitive prices that offer good value for money (e.g., Galaxy A series)	Loyalty programs and rewards (e.g., Samsung Rewards)	Businesses that require reliable and efficient solutions (e.g., hospitals)
Service providers and platform	Marketing and branding of	Diverse portfolio of products that cover different	Online communities and social media	Governments and public institutions that need secure and



operators (e.g., Google)	products (e.g., advertisements)	categories and segments (e.g., smartphones, tablets, TVs, etc.)	engagement (e.g., Samsung Members)	sustainable products (e.g., military)
Strategic alliances and joint ventures with other companies (e.g., IBM)	Customer service and support (e.g., call centers)	Eco-friendly and socially responsible products that reduce environmental impact and improve social welfare (e.g., Galaxy Upcycling)	Co-creation and feedback mechanisms (e.g., Samsung Innovation Lab)	Other segments that can benefit from Samsung's products (e.g., gamers, artists, students, etc.)

### Exhibit 3: Cost structure and revenue streams

Cost Structure	Revenue Streams
- Fixed costs: R&D, salaries, rent, utilities, taxes, etc.	- Product sales: revenue from selling products to customers (e.g., smartphones, TVs, etc.)
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- Value-driven: focus on creating value for customers and stakeholders rather than minimizing costs	- Other sources of revenue: advertising, sponsorship, donations, etc.

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