

## **Cooperation Strategy in the Business Ecosystem and Its Healthiness: Case of Win-Win Growth of Samsung Electronics and Partnering Companies<sup>\*</sup>**

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*With increasing adoption of smart products and complexity, companies have shifted their strategies from stand alone and competitive strategies to business ecosystem oriented and cooperative strategies. The win-win growth of business refers to corporate efforts undertaken by companies to pursue the healthiness of business between conglomerates and partnering companies such as suppliers for mutual prosperity and a long-term corporate soundness based on their business ecosystem and cooperative strategies.*

*This study is designed to validate a theoretical proposition that the win-win growth strategy of Samsung Electronics and cooperative efforts among companies can create a healthy business ecosystem, based on results of case studies and surveys. In this study, a level of global market access of small and mid-sized companies is adopted as the key achievement index. The foreign market entry is considered as one of vulnerabilities in the ecosystem of small and mid-sized enterprises (SMEs). For SMEs, the global market access based on the research and development (R&D) has become the critical component in the process of transforming them into global small giants.*

*The results of case studies and surveys are analyzed mainly based on a model of a virtuous cycle of Creativity, Opportunity, Productivity, and Proactivity (the COPP model) that features the characteristics of the healthiness of a business ecosystem. In the COPP model, a virtuous circle of profits made by the first three factors and Proactivity, which is the manifestation of entrepreneurship that proactively invests and reacts to the changing business environment of the future, enhances the healthiness of a given business ecosystem. With the application of the COPP model, this study finds major achievements of the win-win growth of Samsung Electronics as follows.*

*First, Opportunity plays a role as a parameter in the relations of Creativity, Productivity, and creating profits. Namely, as companies export more (with more Opportunity), they are more likely to link their R&D efforts to Productivity and profitability. However, companies that do not export tend to fail to link their R&D investment to profitability.*

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\* This paper is based on the document submitted to the FKILSC in the form of a report in 2014, and it analyzes and summarizes mainly four elements of the COPP model which illustrates characteristics of healthiness of a business ecosystem in the form of paper (The researcher in charge: Ki-Chan Kim, 2014).

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*Second, this study finds that companies with huge investment on R&D for the future, which is the result of Proactivity, tend to hold a large number of patents (Creativity). And companies with significant numbers of patents tend to be large exporters as well (Opportunity), and companies with a large amount of exports tend to record high profitability (Productivity and profitability), and thus forms the virtuous cycle of the COPP model. In addition, to access global markets for sustainable growth, SMEs need to build and strengthen their competitiveness. This study concludes that companies with a high level of proactivity to invest for the future can create a virtuous circle of Creativity, Opportunity, Productivity, and Proactivity, thereby providing a strategic implication that SMEs should invest time and resources in forming such a virtuous cycle which is a sure way for the SMEs to grow into global small giants.*

**Keywords:** *Win-win Growth, COPP Model, Creativity, Opportunity, Productivity, Proactivity, Samsung Electronics, Global Small Giants*

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## ***I. Introduction***

### **1.1 Background of Study**

In modern days, it is difficult to improve a national economy and employment structure without globalizing business models of small and medium-sized enterprises (SMEs) in Korea, transforming them into global companies. As the Korean national economy is expected to slow down its growth rate, more and more firms are facing a turning point of their business models. With an anticipated era of a 2~3% economic growth rate, SMEs in Korea are required to change their business models to move their focus from the Korean domestic market to the global market places. With increasing adoption of smart products and complexity, companies have shifted their strategies from long held standalone and competitive strategies to business ecosystem oriented and cooperative strategies. The win-win growth of business as described herein refers to corporate efforts to pursue the healthiness of business between conglomerates and suppliers for mutual prosperity and a long-term corporate soundness based on their business ecosystems and cooperative strategies.

This study is designed to validate a theoretical proposition that the win-win growth strategy of Samsung Electronics, for example,

and cooperative efforts among companies do create a healthy business ecosystem, by using case studies and surveys.

Companies cannot grow consistently unless they transform their domestic businesses into global businesses. Further, when advancing into overseas markets, greater attention be drawn to Asian markets such as China, Vietnam and India, rather than the United States and Europe.

### **1.2 Purpose of Study**

The problem of not having a growth engine for SMEs often lies in the “globalization paradox,” which refers to a phenomenon in which companies stick to their existing business models that are focused only on the domestic market despite a continuing trend of increased globalization of the national economy. SMEs need to globalize for their survival and continued growth. Also, there need be a shared growth between SMEs and large companies like conglomerates in the global market place. So far, however, SMEs in Korea showed lack of globalization in the past 10 years. For the country as a whole, SMEs in Korea in general cannot function easily as the core growth engine for the national economy without having innovative measures for the globalization. On the other-hand, the conglomerates in Korea have con-

tinued their dynamic development and growth based on their globalization efforts.

By way of example, the ratio of export to Gross Domestic Product (GDP) in Korea was only 27.7% prior to an Asian financial crisis in 1996, but the ratio has increased to 57% over the years. While the ratio of global market in sales of conglomerates in Korea is over 70%, the ratio of global market in sales of SMEs in Korea is only about 10%, despite an increase in the ratio of export to GDP.

Further, it has been noted that the ratio of overseas export to sales of SMEs is 13.2%, and this ratio has actually stagnated and retrogressed in the past 10 years. Such a global paradox of SMEs has reduced their profitability and weakened the growth engine for the country. Also, an analysis of the results of a descriptive statistical survey on Korea (2011) shows that the operating profit rate of SMEs that export products to overseas is about 2.1% higher than that of SMEs without overseas export, which may indicate that SMEs with a sole focus on their domestic sales may now lead to the Galapagos crisis in Korea.<sup>1)</sup>

In this aspect, a large multinational corporation such as Samsung Electronics Co., Ltd. (“Samsung”) is pursuing creation of global small giants in, as its corporate policy of promoting and implementing the shared growth and win-win cooperation strategies with its partnering SMEs. This study aims to analyze Samsung’s corporate efforts and outcomes of the shared growth policy, resolving an excessive gap between SMEs and the conglomerate through their global win-win cooperation and shared growth strategies.

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1) Kim, Lee, and Park (2013), National Financial Operation Plan for 2013–2017: Report on Small and Medium Businesses II-Development of Financial Operation Agenda for Creative Economy and National Financial Operation Plan, Subcommittee on Small and Medium Businesses, December 2013.

## *II. Theoretical Background*

### **2.1 Virtuous Cycle of Corporate Health Management from Perspective of Partners**

Above all, all companies need to think on their own about how to grow, compete and survive in their ecosystem (Iansiti and Levien, 2004a, 2004b, 2004c; Moore, 1993, 1996; Adner, 2006; Afuah, 2000). However, since a company may go through numerous processes from its establishment until its growth into a whole, each company historically forms its unique routines (Nelson and Winter, 1982). In most cases, companies mostly focus their investment on R&D, turn their R&D efforts into development of new products after making some progress, and ultimately try to make profit by selling the new products in the market place. Thus, companies that do not invest into their R&D efforts and new facilities cannot remain healthy throughout their corporate life cycles.

Further, in the face of constantly changing market conditions, companies must evolve and adapt, according to their growth stage and demands of customers, instead of settling for a single strategy in its growth process. First, the companies should conduct R&D for product development, which is followed by creation of a market with new products and an increase in profitability through increased productivity. Further, an appropriate portion of a financial outcome must be re-invested into R&D, which makes a virtuous cycle of a healthy company. The virtuous cycle will develop cumulatively over time and evolve in a spiral form, not horizontally. Such a spiral structure may be developed on a business level, making corporate phenomena to appear more complex. From the perspective of such a virtuous cycle model, however, there may be four scenarios of failure for many companies.

First, companies fail because of lack of efforts to maintain a certain level of innovation in the changing environment. This means that proactive R&D activities (to re-

lease new products consistently) are important. Also, the companies can survive for a long time by switching from reactive changes to proactive changes. To show their proactive responses to the changing environments, the companies are often required to re-invest into R&D for constant evolution of products or services and creation of innovations. That is, the companies must prepare to find new products and markets based on such innovations and market needs. If they cannot develop technologies that are needed in the future, they will soon lose many business opportunities to competitors who can develop the needed technologies in the market place. This is referred to as the rule of robustness. It may differ based on a life cycle of products, however, a recommended amount of investment in R&D is about 3% of sales.

Second, companies fail because they cannot overcome the R&D paradox in which they can fail the development of new products despite successful R&D investment. Quick finding of a niche market is necessary to gain capability for a dynamic market transition in the changing market condition (O'Reilly and Tushman, 2008; Teece, 2007). This is the rule of niche creation (market resilience), which proposes that 'Average sales ratio of new product (market) must exceed 30% for three years' to have resilience against competition. Companies must ceaselessly put their efforts to link their R&D investment with creation of revenues.

Third, companies fail because they succeed in selling their products but fail to make profits because they focus too much on sales promotion. This is an example of failure in operational excellence. Operational excellence pursues lower costs and higher quality, which is the rule of profitability. Companies need to maintain the high operational excellence to overcome this problem of selling products but failing to make profits. Overcoming market dogmatism and poor management mind will be likely the key to achieving high operational excellence.

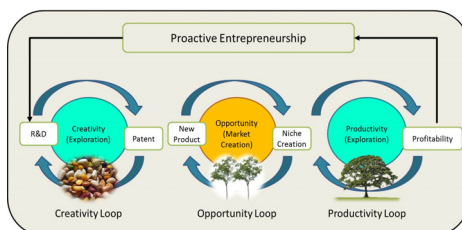
Fourth, companies fail because of lack

of smooth transition and interconnection between various steps in their life cycle. That is, various steps of the life cycle must be interconnected and transition smoothly into the next one, such as 'Step 1: Develop new technology or product (s)-Step 2: Create new market for new product (s)-Step 3: Increase profitability through increasing productivity'. The smooth transition and interconnect requires that even if a company successfully makes profits after Step 3, it must return to a virtuous cycle by reinvesting some of the profits into R&D for development of new technology and/or products. Companies that do not invest their profits back into R&D mostly likely fail to create a healthy life cycle and thus soon lose their competitiveness in the market place.

## 2.2 The Health Assessment Model of a Business Ecosystem: COPP Model

The healthiness of a business ecosystem begins with how the entire ecosystem preemptively responds to and invests for future environmental changes (Kim, 2009, 2011, 2012, 2013). This may be called the proactive entrepreneurship in the preemptive investment. To this end, companies need to have willingness of invest some portion of their corporate benefits in their facilities or R&Ds efforts for the future. As a result, companies will have enhanced creativity that often enables the creation of new products and/or new technologies that are needed in the mar-

**Figure 1**  
**Health of Business Ecosystem:**  
**COPP Model**



ket place. When such new products and new technologies are marketed in the domestic as well as overseas markets, opportunity for the companies in those markets will be abundant and there will be a high likelihood of having an increase in sales. In order to secure profits from such sales, however, it is often required to have an increase in productivity. As such, the process of the virtuous cycle of Creativity, Opportunity, Productivity and Proactive entrepreneurship may be created and maintained. In this study, this virtuous cycle is called as the COPP model, which is illustrated in Figure 1.

### ***III. Vision for Growth of Global Small Giants and Evolution of Shared Growth Program of Samsung Electronics***

We need to turn the eyes of SMEs to the global market. Despite the global trend of a rapid increase in export per capita in Korea from \$985 in 2000 to \$2,160 in 2010, the ratio of export of SMEs in Korea has been fixed at 10% in the past 10 years. This implies that SMEs in Korea may lack their willingness and determination to make business innovations in the global marketplace, and SME policy of Korea may be excessively focused on the domestic policy supporting marginal businesses as normal businesses.

There is an urgent need for a policy to encourage normal SMEs to become innovative companies and global small giants. In automotive industry, SMEs of Korea trying to enter overseas markets have excellent competitiveness that over 20% of excellent parts suppliers of General Motors Co. ("GM") are Korea based SME companies. This is evidence showing a high potential for globalization of SMEs in Korea in other industry segments. Nevertheless, it appears that SMEs in Korea lack the will for globalization. Could Kim Yuna and Park Ji-sung have made their successes today if they were only playing and remain at the Korean domestic sports scene? We need to encourage global en-

trepreneurship so that they can challenge overseas markets. SME policy of Korea must also focus on the globalization of SMEs as much as it does on business startups.

In this aspect, Samsung is again reinforcing its policy to turn its partnering SMEs into global small giants through their win-win cooperation and shared growth strategies Nalebuff and Brandenburger, (1997), with great outcomes of globalizing many of its SME partners.

### **3.1 Vision of Samsung Electronics for Growth of Global Small Giants**

Chairman Lee Kun-hee expressed a strong will to make his SME partners small giants with world class competitiveness at his New Year's address in 2012. Since then Samsung has been nurturing and growing its competitiveness in the ecosystem with SME partners. Just like the natural ecosystem in which organisms form a food chain, there is a corporate ecosystem. It is difficult for individual companies to survive alone. Samsung pursues competitiveness in the corporate ecosystem in which the partners of different fields, supporting institutions, investors and customers all grow together. The New Year's address of Chairman Lee Kun-hee in 2012 contains his philosophy about the health of the corporate ecosystem through the shared growth and win-win cooperation with the partners.

Sales of Samsung Group was 29 trillion won in 1993, and it was increased by a factor of 13 to 380 trillion won in 2012. This was made possible by the declaration of new management, which showed the willingness of Samsung Electronics to pursue innovation, reformation and increased competitiveness in the ecosystem. At that time, Chairman Lee, Kun-hee emphasized during the declaration of new management, "Most companies of Samsung Group are using mass production assembly, and the concept of this work is that the body cannot survive without growing partners." This declaration of new management by Chairman Lee included his philoso-

phy of shared growth based on righteous management and a win-win relationship, the core values pursued by Samsung Group, instead of a simple declaration of quality-oriented management. He stressed out that Samsung must grow together with its partners because the quality of parts manufactured by partners needs to be improved in order to improve the quality of Samsung products. Samsung Electronics has been using the term ‘partner’ instead of ‘subcontractor’, ‘customer’, and ‘supplier’ since early 1990s. It has been ceaselessly emphasizing the need for creating partnerships and training of professional procurement personnel through the ‘art of procurement.’

Such will of Samsung Electronics has evolved into efforts to increase the competitiveness of small and medium size businesses by turning them into global small giants. With the management strategy based on such philosophy of the shared growth, Samsung Electronics is developing three major points including win-win cooperation, fair trade and shared growth. Under the goal of transforming its partners into global small giants, Samsung Electronics is promoting company-wide efforts on comprehensive and systematic activities for shared growth.

### **3.2 Evolutionary Process of Shared Growth Policy of Samsung Electronics**

One can divide the shared growth activities of Samsung into different time periods. For example, it can be divided into Phase 1 (~2003), Phase 2 (2003~2010) and Phase 3 (2010~2015). During Phase 1, Samsung focused on supporting its partners at their manufacturing sites to increase productivity and quality; during Phase 2 Samsung implemented the concept of ‘win-win cooperation’ and during Phase 3 Samsung created the ‘win-win ecosystem’ to turn its partners into global companies.

In particular, during Phase 1, Samsung supported its partners at their manufacturing sites to increase the productivity and quality.

For example, representative activities may include support on the improvement of manufacturing sites, acquisition of quality certifications and improvement of technology. The Phase 2 was intended to support innovation activities. During the Phase 2, innovation techniques of Samsung were taught to promote joint survey and complex construction for overseas advancement. Especially in 2004, Samsung established the nation’s first partner support organization and created the foundation for comprehensive mid and long-term support on its partners. This mid and long-term support on the partners included interest-free loans for investing in facility, localizing and R&D efforts of its partnering companies. Samsung also provided job training and entrepreneurship education to build and train core human resources of its partners.

In Phase 3, the core value was shifted to the ‘shared growth,’ which is in an aspect a developed concept of sharing management. A win-win cooperation center was launched under direct management of CEO of Samsung in 2010. The win-win cooperation center under direct management of CEO was operated by vice president to elevate the status of the center within Samsung Group. Soon the win-win cooperation center became a driving force to create the shared-growth culture through vitalization of communications with its partners and introduction of a fair trade system between Samsung and its partners. Further, this phase includes implanting a plan to transform its partners into global companies with best technologies through the growth of small giants and many different programs to develop new technologies.

## ***IV. Shared Growth Program of Samsung Electronics for Cultivating Global Partners***

This section will summarize the shared The shared growth program of Samsung can be largely divided into three parts including ‘settlement of precise procurement,’ ‘rein-

forcement of win-win cooperation' and 'expansion of shared growth culture.' Settlement of Precise Procurement is then subdivided into domestic and overseas procurements, promoting the fair trade with domestic partners and practicing lawful management with overseas partners. Reinforcement of Win-

Win Cooperation, the main part of the shared growth program of Samsung, consists of financial supports, business consulting, technical guidance, training of human resources, reinforcement of technical and human resource capabilities, and helping to grow small giants. Expansion of Shared Growth Culture

**Table 1**  
**Activities of Shared Growth Policy by Samsung to Turn Partners into Small Giants**

	Phase 1 (~2003)		Phase 2 (2003~2010)	Phase (2011~)
	~1998 (1.0)	~2003 (2.0)		
Major Issue		IMF (1998)	Sharing management	Shared growth
Organizational Characteristics			<ul style="list-style-type: none"> <li>- Established the nation's first win-win organization in 2004</li> <li>- Created win-win cooperation office (2008) under direct management of CEO</li> </ul>	<ul style="list-style-type: none"> <li>- Appointment of vice president as director of win-win cooperation center</li> <li>- Elevated status within the group</li> </ul>
Directivity	<ul style="list-style-type: none"> <li>- Support on productivity and quality of manufacturing sites</li> </ul>	<ul style="list-style-type: none"> <li>- Support on innovation activities</li> </ul>	<ul style="list-style-type: none"> <li>- Comprehensive mid and long-term support policy (for competitiveness)</li> <li>- Win-win strategy to form partnership</li> </ul>	<ul style="list-style-type: none"> <li>- Settlement of sustainable partnership management</li> </ul>
Major Activities	<ul style="list-style-type: none"> <li>- Improvement on manufacturing sites</li> <li>* Removal of wastes, 3 standards and 5 actions, etc.</li> <li>- Acquisition of quality certification</li> <li>* ISO 9000, 100PPM</li> <li>- Improved technologies</li> <li>* Facility localization</li> <li>* Technical advisory of Japan on injection and press</li> <li>- Financial support</li> <li>* Funding of 55.0 billion won on 200 companies for facility investment and localization</li> <li>* Payment guarantee with financial institutions (60.0 billion won)</li> </ul>	<ul style="list-style-type: none"> <li>- Teaching of innovation techniques of Samsung Electronics</li> <li>* Process innovation</li> <li>* 6-sigma technique</li> <li>* Selection of exemplary innovation cases</li> <li>- Support on overseas advancement of partners</li> <li>* Joint survey and complex construction (Pingdu, China)</li> <li>* Support on factory construction and early stabilization</li> <li>- Support on creation of IT infrastructure</li> <li>* Creation of 3D-CAD infrastructure</li> <li>* Support on ERP</li> </ul>	<ul style="list-style-type: none"> <li>- Financial support</li> <li>* Interest-free loans (facility investment, localization, R&amp;D)</li> <li>* Free training and innovation of human resources</li> <li>- Advancement of factories</li> <li>* Quality, productivity, IT infrastructure</li> <li>- Support on localization of facilities and parts</li> <li>- Support on technologies</li> <li>* New technologies and methods</li> <li>* Future technologies</li> <li>- Training of core human resources</li> <li>* Job training</li> <li>* Entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>- Reinforced win-win cooperation</li> <li>* Growth of small giants, new technology development contest, joint research and sharing of outcome, funding of partners, training of human resources, creation of jobs and expansion of transaction with small and medium businesses</li> <li>- Precise procurement</li> <li>* Fair trade system and organization</li> <li>* Signing of "fair trade and shared growth agreement"</li> <li>- Shared growth culture</li> <li>* Vitalized communication with partners and expansion of shared growth culture to secondary partners, etc.</li> </ul>

**Table 2**  
**Shared Growth Program of Samsung Electronics**

Settlement of precise procurement	Fair trade with domestic partners	Fair trading of Samsung employees	<ul style="list-style-type: none"> <li>- Observance of win-win management practice manual</li> <li>- Law compliance education on contact personnel</li> <li>- Field inspection on fulfillment status</li> <li>- Training of fair trade experts</li> </ul>
		Signing of fulfillment of fair trade agreement	<ul style="list-style-type: none"> <li>- Signing of agreement between Samsung and primary partners</li> <li>- Signing of agreement among primary and secondary partners</li> <li>- Expansion of agreement to mid-sized companies</li> </ul>
	Lawful management with overseas partners	Protection of technologies of partners	<ul style="list-style-type: none"> <li>- Technical data bailment system</li> <li>- Compliance with technical theft prevention guideline</li> </ul>
		Support on autonomous lawful management	<ul style="list-style-type: none"> <li>- Distribution of code of conduct for partners</li> <li>- Self-assessment of partners</li> <li>- Law compliance education on partners</li> </ul>
Reinforcement of win-win cooperation	Stabilization of management	Inspection on fulfillment of partners	<ul style="list-style-type: none"> <li>- Due diligence on major partners</li> </ul>
		Financial support	<ul style="list-style-type: none"> <li>- Support on new technology development</li> <li>- Support on private-government R&amp;D fund</li> <li>- Support on win-win fund</li> <li>- Support on win-win guarantee program</li> <li>- Support on network loan</li> <li>- Support on new and renewable energy business</li> <li>- Support on partners for overseas entry and exportation</li> </ul>
		Support on payment and sales channel	<ul style="list-style-type: none"> <li>- Cash payment</li> <li>- Finding of overseas sales channels with Japanese agencies</li> <li>* Early payment before holidays</li> </ul>

includes vitalized communication with the partners and sharing of values through performance sharing systems and the industrial innovation movement 3.0. Such shared growth activities of Samsung Electronics are presented in Table 2 below.

#### 4.1 Operation of “Small Giant Growth” Program

Samsung Electronics broke away from a traditional concept of providing the conventional fragmentary support on its partners to allow them to obtain global competitiveness. It may be evaluated as presenting a new model of the shared growth between SMEs and conglomerates through preparing and practicing comprehensive and long-term support programs.

The focus of the global small giant pro-

gram has been on funding, human resource and technology to obtain differentiated global competitiveness of parts products that its partners or small giants manufacture, making contributions to an increased competitiveness of domestic parts supply industries overall. The support activities have been promoted since August 2011. This program has helped many small giants become the world’s top 5 and Korea’s top 2 market dominance in different fields such as technology, management and manufacture. Also, in 2013, Samsung selected and announced 14 companies that became global top tier companies, based on strict evaluation by internal and external experts, as ‘2013 Small Giants of the Year.’ Further, in 2013, Samsung Electronics cultivated 45 candidates for small giants and attempted to select and grow 50 companies



until 2015. With such efforts of Samsung Electronics, companies selected as Small Giants of the Year in 2013, showed a drastic increase in sales by 960.9 billion won in 2012, compared to 2010 (4,482.4 billion won to 5,443.3 billion won). Their market share improved greatly, with three companies ranked first in the world, two companies ranked second in the world, one company ranked third in the world, one company ranked fourth in the world, five companies ranked first in Korea and two companies ranked second in Korea. In addition, the candidate companies obtained 23 new technologies including semiconductor laser technology of EO Technics (ranked first in the world) and memory PCB module of Simmtech (ranked first in the world) through joint development with Samsung Electronics during the same period. These partnerships are creating future growth engines for Samsung Electronics.

For example, Simmtech overcame its crisis by joining the small giant program of Samsung Electronics. Simmtech had a high market share in the memory market in which about one of three PCs in the world used Simmtech manufactured memory. However, in 2010, the company faced a crisis with the transition of the information technology from personal computers (PCs) to smart phones because the demand for PCs dwindled. The small giant program of Samsung Electronics appeared at the time. In August 2011, Simmtech was selected as one of candidates for global small giants, and its joint develop-

ment project with Samsung Electronics made a success. Sales increased by over 30 billion won immediately. Samsung Electronics share-dits development roadmap and supported Simmtech to come up with a new product appropriate for smart phones becoming increasingly slimmer. In addition, the focus of business was mostly shifted from PCs to mobile devices, and the sales ratio of mobile products exceeded 50% to mark its successful adaptation to the mobile phone era.

#### 4.2 Operation of Open Ecosystem through “New Technology Development Contest”

Samsung Electronics has carried out ‘New Technology Development Contest’ to expand the culture of shared-growth with domestic SMEs and mid-sized companies that wish to form strategic partnership with Samsung Electronics. For example, it contributed 100 billion won in 2011 to Corporate Partnership Foundation to vitalize technical development of domestic small and medium size businesses with ideas for new technologies that do not have enough financial capability. This New Technology Development Contest provided free development funding and shared outcome of successful development. As such, Samsung Electronics provides business opportunities for external SMEs to create and grow innovative potentials. Samsung Electronics is striving to prevent itself from falling into active inertia, by actively promoting such innovation activities of the external SMEs. The term ‘Open Innovation’ is created for

**Table 3**  
**Example of Small Giant Growth Program**

Support on Growth	Support on Innovation
1) Sharing of technical roadmap	1) On-site innovation through consulting
2) Support on joint development through development resource	2) Management support such as optimization of supply chain
3) Win-win fund	3) Sharing of training program of Samsung Electronics
4) Investment through New Technology Development Contest	4) Support on creation of ERP system
5) Support on expansion of sales with development priority on new products	

such a continuous evolution so that the corporate ecosystem can accommodate for constantly changing technologies. Targets of New Technology Development Contest include manufacturers such as localization of parts and facilities, as well as software developers. Supported fields have been expanded from support on R&D to productivity, greenhouse gas and energy saving activities. In specific, a maximum amount of support on each company is 1.0 billion won, but the system is operated flexibly to provide funding over 1.0 billion won with consideration on the importance of the technology being developed. Samsung Electronics supported about 40.0 billion won to 56 companies until 2013, contributing to the vitalization of the small and medium size businesses to turn their ideas for new technologies into reality.

In addition, Samsung Electronics has been operating the open sourcing system since 2011, which provides similar opportunities for all domestic and overseas companies with technological power to form partnerships with Samsung Electronics. Many companies participated in this system until 2013, resulting in about 2,700 product suggestions. Among them, 93 product suggestions were selected as development tasks and 16 tasks were actually turned into products. Moreover, Samsung Electronics launched an organization called Innovative Technology Council ('ITC') in 2010 to find non-partners that possess innovative technologies that may be needed by Samsung Electronics and turn them into business partners. ITC started out with 24 companies for the 1st term in 2010

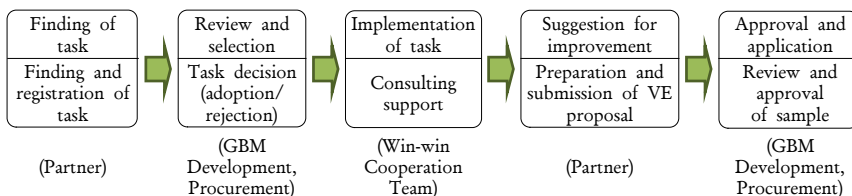
and operated 25 companies for the 4th term in 2013. Especially, Silicon Meister and Lumens joined as new members of 'Partner Association,' an association of excellent partners of Samsung Electronics, in 2012. Lumens was later selected as a candidate for the small giant growth program in 2013. ITC plays the role of a gateway to building excellent partnerships with Samsung Electronics.

As such, Samsung Electronics practices the shared growth between small and medium size businesses and conglomerates by providing numerous development opportunities to companies with innovative ideas but without financial capability, and providing transaction opportunities to companies with products but without sales channel. In return, Samsung Electronics finds opportunity to discover new technologies and ideas.

#### 4.3 Operation of "Performance Sharing System"-Promotion of Partner GVE

Samsung Electronics operates a system to select joint innovation task with its partners, support human resources, financing, training and evaluation to accomplish joint goals, and share performance. Especially, partner Group Value Engineering (GVE) can be depicted as the representative program that discovers joint Value Engineering (VE) tasks with partners and enhances technology and cost competitiveness of partners. This program is operated with members of Partner Association and core electronic companies. Application procedure is as described in Figure 2. Tasks that receive final approval

**Figure 2**  
**GVE Application Procedure**



are supported by advisory of internal experts of Samsung Electronics and external consulting experts. The business division that participates from the review stage reviews applicability to mass production and supports testing of reliability. Excellent tasks are awarded at the end of each year's presentation on excellent shared growth cases, and awardees are provided with the benefit of reflecting performance on unit prices of parts.

## ***V. Direction and Method of Health Assessment Small Giant growth Program of Samsung Electronics***

### **5.1 Direction and Method of Global Small Giant Growth Program of Samsung Electronics**

In its effort for the successful implementation of the shared growth strategy, Samsung Electronics especially has been pursuing the growth of SME partners into small giants with global competitiveness, through a global small giant growth program. This program offers comprehensive and long-term supports on the SME partners to increase their competitiveness in the corporate ecosystem.

The global small giant growth program focuses support on financing, human resource and technology to secure differentiated competitiveness for parts and increase their overseas competitiveness. Further, through the global small giant growth program, such SME partners have been developing new future technologies through joint technology development with Samsung Electronics.

In 2013, Samsung Electronics cultivated about 39 candidate SMEs for global small giants and aimed to select and cultivate additional 50 global small giants until 2015.

In the following section, this study investigated how SME partners can maintain and promote health in such a shared growth process of Samsung Electronics pursuing development of global small giants, based on results of interviews. A health evaluation on

SME partners in the corporate ecosystem was carried out by operationally measuring three factors of corporate health, such as robustness, niche market creation and productivity. After dividing the SME partners into major company types: (i) global small giants, (ii) companies with innovation potentials, (iii) companies focused on productivity and (iv) marginal companies using corporate health index, this study examined how these SME partners evolved and developed after 2006. In case of a virtuous cycle of desirable corporate health, SME partners tried to maintain their company type. In addition, a vicious cycle of marginal companies also had difficulty in changing the company type because other types require planned investment and market creation. This often implies that the strong will and determination of CEO of a partner company is extremely important for future development and investment. By examining the evolutionary path of these major company types, this study attempted to derive a desirable direction to be pursued by implementing a strategic support policy for the shared growth.

### **5.2 Health Assessment and Corporate Type of Partners of Samsung Electronics**

#### **5.2.1 Health Evaluation on Partners**

To evaluate performance of SME partners of Samsung Electronics, an analysis was conducted on 54 SME partners from which data were collected. First, three factors such as robustness, niche creation and profitability were analyzed for each partner to examine its health evolution of SME partners.

Some of the results may be as presented in Table 4 below.

Also, the SME partners were classified into different company types based on the mean ratio of R&D investment to sales, i.e., 5%, and mean sales per employee, i.e., 275 million won. As shown in Table 5, the ratio of companies focused on productivity was highest at 57.4%. The ratio was 14.8% for global small giants, 14.8% for companies

**Table 4**  
**Health Evaluation on SME Partners**

Partners (54 samples)	Robustness				Niche Market Creation				Profitability			
	R&D Investment Per Employee (million won)		Ratio of R&D Investment to Sales (%)		Ratio of Export to Sales (%)		Ratio of New Product Sales to Total Sales (%)		Sales Per Employee (million won)		Operating Profit Per Employee (million won)	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
2009	14.66	11.36	3.1%	1.6%	48.5%	47.7%	30.6%	15.0%	547.64	438.57	34.90	25.45
2010	17.42	10.74	2.7%	1.4%	49.9%	51.0%	32.6%	20.5%	629.65	629.65	51.65	418.50

**Table 5**  
**Comparison of Major Variables of Corporate Health among Different Types of  
SME Partners of Samsung Electronics**

(Unit: %, 100 million won, companies)

	Global Small Giants	Companies with Innovation Potential	Companies Focused on Productivity	Marginal Companies
Distribution of type	9 companies (17.3%)	3 companies (5.8%)	35 companies (67.3%)	5 companies (9.6%)
R&D investment per employee in 2010	0.62	0.21	0.11	0.03
Ratio of R&D investment to sales in 2010	8.56	9.28	1.86	1.44
Patents per employee in 2010	0.16	0.07	0.05	0.02
Ratio of export in 2010	47.36	11.03	57.64	51.62
Ratio of sales from R&D investment in 2010	24.27	36.00	38.88	28.13
Sales per employee in 2010	7.71	2.39	7.01	1.94
Operating profit per employee in 2010	0.78	0.48	0.48	0.16

focused on productivity, 4.9% for companies with innovation potential, and 8.2% for marginal companies.

This information offers important insights on the direction for the growth of SME partners of Samsung Electronics. First, marginal companies need to break away from the vicious cycle of corporate health by putting more efforts into the development of new products and technologies through increased R&D investment. Second, the companies focused on productivity must increase R&D investment to create their niche market based on productivity and profitability, linking this effort with market performance. Focusing

only on productivity can lead to lack of resources to timely respond to future market changes.

Third, the companies with innovation potential (e.g., the companies focusing on R&D) must link their R&D outcomes with market performance. R&D investment without markets for future products can lead to the problem of R&D paradox. Fourth, the global small giants cannot avoid falling into other company types unless they make consistent R&D investment for development of new products and try to find new overseas markets from the perspective of the virtuous cycle of corporate health. Some of the results

may be as presented in Table 5 below.

**5.2.2 Evaluation on Export Competitiveness of Partners and Significance of Profitability Increase**

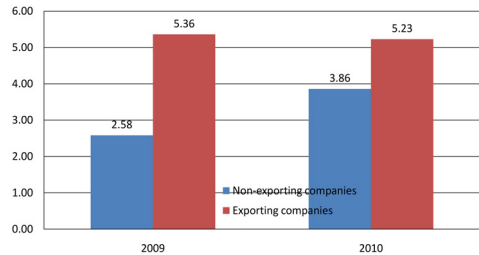
Profitability of 54 SME partners was analyzed based on exports to examine the effects of export on the growth of global small giants. Interestingly, it is noted that while SME partners without export failed to link their R&D investment with profitability, SME partners with export showed a positive correlation between their R&D investment and profitability.

For example, in this study, companies were divided into non-exporting companies, companies with export less than 10% of sales, and companies with export over 10% of sales. The results of causality analysis on R&D investment and profitability are as follows. First, in non-exporting SME partners (n = 25) of Samsung Electronics, R&D investment does not appear to show a significant effect on profitability (t-test, t-value = 0.773 (P value = 0.450)). Second, in SME partners (n = 9) of Samsung Electronics with export less than 10% of sales, R&D investment appear to have a significant effect on profitability (t-test, t-value = 2.375 (P value = 0.049)). Third, in SME partners (n = 20) of Samsung Electronics with export over 10% of sales, R&D investment appear to have a significant effect on profitability (t-test, t-value = 2.135 (P value = 0.050)).

Further, in addition to these results, Des-

criptive Statistics of Korea (2011) on 3,400 SMEs analyzed the difference in sales and operating profit rates between exporting companies and non-exporting companies and show different operating profits between the exporting companies and the non-exporting companies. As shown in Figure 3, profitability differed by 2.78% in 2009 and 1.37% in 2010 between the exporting companies and the non-exporting companies, showing a mean difference of 2.1%. Some of the results may be as presented in Figure 3 Table 6 below.

**Figure 3**  
**Difference in Sales and Operating Profit among Exporting and Non-exporting SMEs**



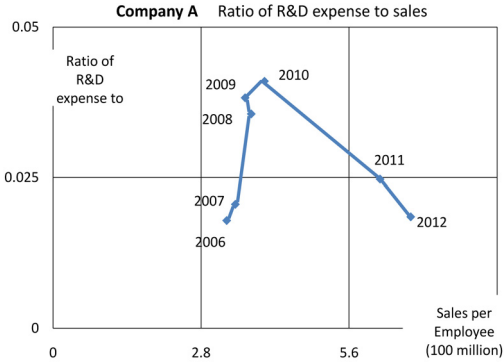
**5.2.3 Tracking of an Evolutionary Path of SME Partners**

This paper also examined an evolutionary path of SME partners. There were changes in profitability, confirmed by changes in ratios of R&D investment to sales and sales per employee, through annual indexes. This supports that SMEs in Korea can grow into

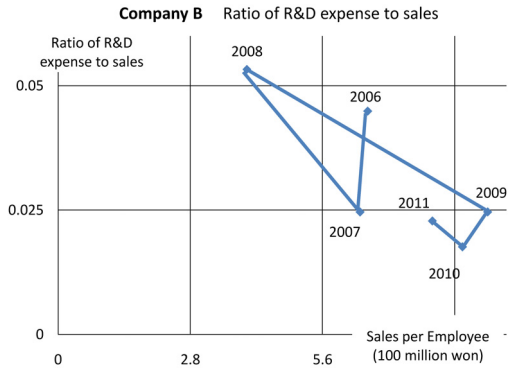
**Table 6**  
**Management Performance between Exporting and Non-exporting SME**

Category	Non-exporting Companies		Exporting Companies		Difference
		2,329 companies		1,056 companies	
Operating profit rate (%)	2009	2.58	5.36		2.78%
	2010	3.86	5.23		1.37%
Operating profit per employee (unit: million won)	2009	8.21	12.84		
	2010	15.56	20.80		
Sales (unit: million won)	2009	8,960.01	26,256.19		
	2010	10,558.72	31,731.39		

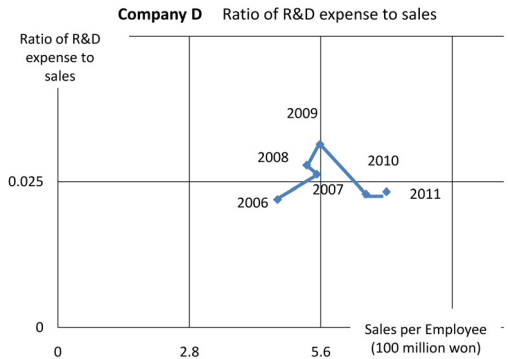
**Figure 4**  
**Company A: Case of Profitability Achieved by Development of New Product through R&D**



**Figure 5**  
**Company B: Case of Company Showing a Virtuous Cycle of Continued R&D Investment and Increased Sales**



**Figure 6**  
**Company D: Case of Profitability Achieved by Development of New Product through R&D**



**Figure 7**  
**Company C: Case of Company Showing a Vicious Cycle of Lack of R&D Investment, Lack of New Product Development and Stagnation of Sales**



healthy global small giants through their increased productivity and profitability, which can be made possible by development of new products through investments in R&D and sale of the new products in both domestic and overseas markets. Further, some SMEs may improve cost competitiveness by increasing their quality level and productivity through facility investment.

To illustrate in detail, below are four representative companies that are selected to show effects of R&D investment on productivity and profitability. Table 7 shows that the companies without R&D investment may have difficulty in increasing their profitability and that the companies with consistent invest-

ment in R&D are most likely to increase their productivity, profitability and reinvestment

In Figure 4 above, Company A shows a case of a rapid increase in sales per employee through the continued increase in R&D investment since 2006. This company first attempted to improve its robustness, which led to development of new products and improvement of profitability. With Company A, the ratio of overseas sales is 80%, and the ratio of sales of new product to overall sales is 42%.

It is certain that Company A is on a path to become a global small giant.

Next, Companies B and D showed higher

**Table 7**  
**Trends in Health of Example Companies**

	2006	2007	2008	2009	2010	2011	2012
<b>Company A</b>							
Sales per employee (100 million won)	3.5	3.7	3.7	3.5	3.7	6.3	7.0
Ratio of R&D investment to sales	2.18%	2.50%	3.97%	4.20%	4.24%	2.72%	2.07%
<b>Company B</b>							
Sales per employee (100 million won)	6.7	6.9	3.8	9.5	8.6	8.2	
Ratio of R&D investment to sales	4.48%	2.55%	5.73%	2.57%	1.95%	2.46%	
<b>Company C</b>							
Sales per employee (100 million won)	1.1	0.9	1.1	1.2	1.3	1.2	1.1
Ratio of R&D investment to sales	0.81%	0.75%	0.59%	0.63%	0.63%	0.63%	0.82%
<b>Company D</b>							
Sales per employee (100 million won)	5.0	5.6	5.4	5.6	6.6	7.0	6.6
Ratio of R&D investment to sales	2.26%	2.71%	2.82%	3.22%	2.27%	2.24%	2.25%

R&D investment after 2006 compared to other SME partners, linking new product and technology development with increased sales and profitability.

Next, Companies B and D showed higher R&D investment after 2006 compared to other SME partners, linking new product and technology development with increased sales and profitability.

Lastly, Company C showed low R&D investment after 2006. Consequently, the company experienced the vicious cycle of lack of new products and technology development and failure of sales increase. As shown by time series data, companies with low R&D investment per employee show a low ratio of overseas sales and a low ratio of new product sales to overall sales.

#### **5.2.4 Empirical Analysis, Results and Implications**

Considering some of health characteristics of the corporate ecosystem of Samsung Electronics in terms of robustness, niche creation and productivity, a few notable points can be made.

First, SME partners that invest much into R&D may produce many inventions and file numerous patent applications for protecting the inventions in marketplaces. SME partners that file numerous patent applications appear to show a large amount of export, and in turn the SME partners that export a lot tend to have a high operating profit. Therefore, in the corporate ecosystem of Samsung Electronics, patents appear to play a key role in transforming SME partners into global small giants, since the inventions created out of R&D investment may contribute to the development of new products and thus creation of new markets for the products. Also, some of the health indicators of SME partners such as robustness, niche market creation and productivity may be used to classify SME partners into different categories and be used as metrics for implementing the shared growth policy to transform SME partners into global small giants.

## ***VI Strategic Implication: A major accomplishment of Samsung Electronics for Growth of Global Small Giants***

The Korean Ministry of Trade, Industry and Energy selected 67 SME companies until 2012 for the World Class 300 system, which provides intensive support on SME companies to cultivate 300 global companies until 2020. Among them, about 24 companies are SME partners of Samsung Electronics. The secret to this result is in the ‘practice of win-win management.’ Samsung focused its support on technology, financing and human resource, the core difficulties experienced by its partners, after listening to difficulties by about 100 partners and closely reviewing company-wide procurement and win-win activities. This support was established to make innovative contributions to the shared growth with its partners. In other words, the purpose of the support is to ‘create a unique shared growth model of Samsung’ by going through the process of looking back on the basics. Further, while the existing win-win cooperation activities focused on the primary SME partners, this new practice extensively expanded support on the secondary SME partners. It also reflects the will and determination of Samsung Electronics to grow the SME partners with trust and growth potential into global small giants through global competitiveness, improved communications, and formation of trust-based partnerships.

### **6.1 Qualitative Outcomes of Shared Growth Strategy of Samsung Electronics**

Samsung Electronics has been operating the shared growth program for years by focusing on securing corporate competitiveness of its SME partners. A comprehensive and systematic win-win cooperation program was devised to increase the competitiveness, sales and external growth of the SME partners.



In addition, by supporting the SME partners to secure innovation and independence through acquisition of new technologies and business management knowledge, Samsung Electronics has created and laid the foundation for future growth and development of the SME partners into global companies.

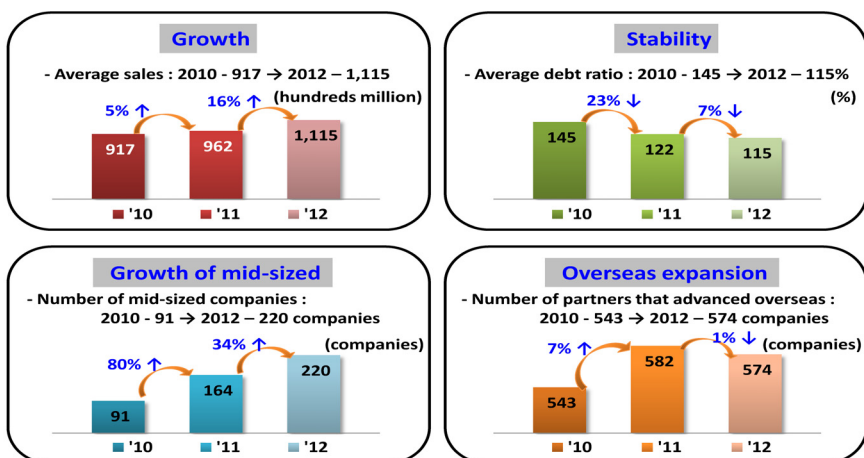
Further, Samsung Electronics also internally found an opportunity to create a shared growth culture and an internal fair trade system based on continued promotion of the shared growth program described above. The internal fair trade system was established through signing of various “fair trade and shared growth agreements” with the primary and secondary SME partners, education of their employees in contract departments on fair trade and subcontract laws, and inspection on fair trade practices within Samsung Electronics. This fair trade system has helped to establish a transparent system and fair trade order in the corporate ecosystem.

## 6.2 Quantitative Outcomes of Shared Growth of Samsung Electronics

Quantitative outcomes of the shared growth strategies by Samsung Electronics can be observed by quantitative indexes, such as

mean sales and total sales of SME partners, the number of mid-sized companies, etc. The mean sales of SME partners increased by 21% from 91.7 billion won in 2010 to 111.5 billion won in 2012. Also, the total sales of SME partners increased by 15% from 40 trillion won in 2010 to 46 trillion won in 2012 (sales of Samsung Electronics during the same period was increased by 30% from 154 trillion won in 2010 to 201 trillion won in 2012). The number of mid-sized companies among SME partners also increased to about 240% from 91 companies in 2010 to 220 companies in 2012. Debt ratio, which shows integrity of SME partners, was stabilized. Mean debt ratio of SME partners was reduced from 145% in 2010 to 115% in 2012. In addition, 91 of 426 SME partners (21%) recorded operating profit rates above 10%. Especially, the total operating profit of SME partners related to mobile phone increased by 61% from 600.1 billion won in 2010 to 968.7 billion won in 2012, showing the shared growth with Samsung Electronics. Further, Samsung Electronics was selected by Korea Commission for Corporate Partnership as a company with excellent shared growth index for two consecutive years, and this index led to elevated global company evaluation.

**Figure 8**  
**Outcomes of Shared Growth Policy by Samsung Electronics (for SME Partners)**



## VII Result

In this study, based on the COPP model, changes in healthiness of business ecosystems have been explored during the shared growth of Samsung Electronics and its partnering companies.

The COPP model means the virtuous cycle of creativity, opportunity, productivity and, the last but not the least, proactivity. Proactivity is a manifestation of the entrepreneurial spirit to deal with changes in the circumstances and to re-invest profits from creativity, opportunity and productivity, in a pre-emptive manner to adapt to the future environmental changes. The major achievements of the shared growth of the Samsung Electronics based on this model may be summarized as follows.

Firstly, we have found that opportunity can serve as a parameter of creativity, productivity and profit generation. In other words, in case of the export (Opportunity) oriented company, the investment into R&D (Creativity) is more connected with or linked to productivity and profitability. On the other hand, in case of the non-export oriented company, the R & D investment does not lead to profitability.

Secondly, in a circulation structure of the virtuous cycle of creativity, opportunity, productivity and proactivity, we have found that companies which invest more on R & D for the future (Proactivity) tend to obtain more patents or be more proactive in protecting their inventions (Creativity). Further, we found that the companies with more patents have more export (Opportunity) and have higher sales profits (Productivity and Profitability).

Further, in this study, we propose that many problems SMEs in Korea now face can be solved through the globalization of the products as well as leadership mindset. Further, without strengthening the competitiveness of SMEs that enable them to tap into the global market, the sustainable growth of SMEs cannot be achieved. As the low-growth rate economy continues, the Korean domestic market is very unlikely to

grow sharply upward. In this regard, a program such as the global small hidden company incubation program of the Samsung Electronics may shed light on the path for shared growth of the future, offering a direction in an uncharted territory. That is, the shared growth program like that can provide a direction for sustainable growth of SMEs, not just a short-term support for SMEs, but as a long-term strategy in a very competitive marketplace.

Further, it is posited that the hope of building a growth oriented economy of Korea, which is in the low - growth swamp, is found in Asia. After the Industrial Revolution, the "Asianization" has been rapidly progressing in the global market which is centered on the West. The interest of the world in Asia has been increasing so much in the last decades or so. It is probably so because the Asian market is viewed as a hidden treasure. This means that the solution for the low-growth economy of Korea is the globalization and the solution for globalization is in Asia. By means of such globalization, SMEs of Korea will grow significantly in the Asian market and become global small giants.

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## 기업생태계 상생전략과 기업건강성효과: 삼성전자와 협력업체의 상생경영사례를 중심으로\*

성창용\*\*, 김기찬\*\*\*, 인성용\*\*\*\*

제품의 복잡성이 증대될수록 기업의 전략은 나홀로(stand-alone)전략과 경쟁중심 전략에서 기업생태계 전략과 협력전략으로 이행할 필요성이 높아진다. 기업의 상생경영 및 동반성장이란 기업생태계 협력전략을 통해 대기업과 협력기업간의 기업건강성을 추구하여 장기적으로 지속가능한 성장을 하기 위한 노력이다.

본 연구는 기업 간 상생경영 및 동반성장 전략을 통해 기업생태계가 건강해질 수 있다는 이론적 명제를 삼성전자 협력업체의 사례분석과 종단적 자료에 기반한 추세분석을 통해 검증해보고자 한 것이다. 특히 본 연구에서는 중소기업생태계의 취약점의 하나인 글로벌화와 해외시장개척의 정도를 주요한 성과척도로 활용하였다. 왜냐하면 한국중소기업들이 연구개발과 창조성노력이 해외시장개척으로 연결되지 못하고 있는 연구개발 패러독스에 빠져있는 경우가 많기 때문이다. 그러므로 해외시장 개척없는 기업생태계의 건강성 유지가 어려우며, 협력기업들은 글로벌 시장개척여부가 강소기업으로 가는 진화경로의 핵심이기 때문이다.

이를 위해 기업생태계 건강성의 특성을 나타내는 COPP 모델의 4대요소를 중심으로 분석하였다. COPP 모델이란 창조성(Creativity), 시장성(Opportunity), 생산성(Productivity), 그리고 선제적 대응성(Proactivity)이 선순환 해야 기업생태계의 지속가능성장이 만들어질 수 있다는 것이다. 선제적 대응성(Proactivity)이란 현재 만들어진 이익을 미래환경변화에 미래 선제적으로 투자하려는 기업가정신의 발로이며, 이러한 미래투자 없이는 현재의 저주(Curse of Incumbency)를 극복하기 어렵기 때문이다. 이 모델을 중심으로 삼성전자 동반성장의 주요 성과를 살펴보면 다음과 같다.

첫째, 시장성이 창조성, 생산성, 그리고 수익창출의 매개변수가 되고 있음을 발견 하였다. 즉, 수출(시장성)하는 협력기업일수록 연구개발투자(창조성)가 기업의 생산성, 수익성으로 연결되고 있었다. 반면 수출을 하지 않는 협력업체일수록 연구개발투자가 수익 성과로 연결되지 않는다는 것을 발견하였다.

둘째, 창조성, 시장성, 생산성, 미래 선제적 대응성의 순환 구조에 있어서, 선제적

\* 이 논문은 논문저자가 2014년 전경련중소기업기술협력센터에서 수행된 연구결과를 바탕으로 하여 기업생태계 건강성의 COPP 모델을 중심으로 분석, 재정리한 것임을 밝혀둔다.

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대응성의 결과인 미래를 위한 연구개발비 투자를 많이 할수록(선제적 대응성) 특허를 많이 등록(창조성)하고, 특허를 많이 등록한 기업은 수출을 많이 하고(시장성), 수출을 많이 하는 기업은 영업이익(생산성, 수익성)이 높다는 것을 발견할 수 있었다.

이제 중소기업은 글로벌시장에 진출할 수 있는 경쟁력 보완 없이 지속적인 성장은 어렵다. 본 연구의 결과, 미래를 위한 투자인 선제적 대응성이 높은 기업일수록 창조성-시장성-생산성의 선순환이 이루어지고, 이것이 글로벌강소기업으로 진화하는 길임을 보여주는 전략적 시사점을 얻을 수 있었다.

**주제어:** 동반성장, 상생경영, COPP 모델, 창조성(Creativity), 시장성(Opportunity), 생산성(Productivity), 선제적 대응성(Proactivity), 현재의 저주(Curse of Incumbency), 삼성전자, 글로벌강소기업

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