IJTIS

International Journal of Technological Innovation for Society (IJTIS)
https://journals.telkomuniversity.ac.id/ijtis

Vol. 1, No.1, 1-6, 2025
Publisher: Telkom University Journals



RESEARCH ARTICLE

Galaxy Note 7 Crisis: Analysis of Compensation Strategy, Knowledge Management, and Innovation Transformation of Samsung

Ratandi Ahmad Fauzan[1*], **Jonathan Arya Wibowo**[1], **Daffa Shidqi Thamrin**[1] **and Muharman Lubis**[1]

[1]*School of Industrial Engineering, Telkom University, Bandung, Indonesia*
[*]*Corresponding author*

Abstract
Apa itu manajemen pengetahuan dalam krisis produk teknologi tinggi? Manajemen pengetahuan (knowledge management, KM) adalah pendekatan sistematis untuk menciptakan, menyimpan, membagikan, dan menerapkan pengetahuan di dalam organisasi guna mendukung pengambilan keputusan, termasuk saat organisasi menghadapi krisis. This research aims to analyze the compensation and knowledge management strategies implemented by Samsung in dealing with the Galaxy Note 7 product crisis in 2016, as well as its impact on the transformation of the company's innovation strategy. Using a descriptive qualitative approach with a case study, this research explores how high-tech product failure incidents affect consumer perceptions, brand loyalty, and the direction of the company's internal policies. Information was gathered from literature review and secondary documentation, highlighting compensation management and benefits offered to the affected consumers, the influence of organizational culture on internal communication failure, and the post-crisis shift from closed to open innovation. The research results revealed that Samsung's compensation strategy at the beginning was seen as inadequate by the public, which caused a decline in customer trust and company market value. Crisis management was exacerbated by internal knowledge management breakdowns and the centralization of decisions. But the accident was a wake-up call for Samsung to switch to an open and collaborative knowledge management system, and further improve its sustainable innovation practices through the recycling of products and the diversification of suppliers. This research provides useful insights for global technology companies in planning reputation recovery, management, and mitigation.

Keywords: compensation strategy, crisis management, innovation transformation, knowledge management, Samsung Galaxy Note 7

Corresponding author:
ratandiahmadfauzan@student.telkomuniversity.ac.id

Received: 14 June 2025
Accepted: 14 June 2025
Available online: 14 June 2025

1. Introduction

The Samsung Galaxy Note 7 incident in 2016 was a significant product crisis in the history of the global technology industry [17]. Samsung Electronics released a Galaxy Note 7 smartphone in August 2016 to a very enthusiastic market response at the time. However, there were reports of these devices overheating to the point of emitting smoke, exploding, or catching fire while in use or while being charged. As a result, the crisis rapidly grew into the international media spotlight and raised serious concerns for the safety of product users. It is suspected that the cause of the device incidents was a design and manufacturing process flaw in the Li-ion batteries from different suppliers, coupled with the extremely slim design of the phones that put more pressure on the batteries inside [28]. This incident highlights the importance of strict product testing and quality control in the development of advanced technologies.
In this case, the role of knowledge management (KM) becomes very important. KM not only supports companies in solving technical problems but is also crucial in managing the impact of crises on reputation [6]. Managing information about consumer expectations, emotional impacts

This work is licensed under Creative Commons Attribution-NonCommercial 4.0 International License

such as anger and disappointment, and other psychological dynamics is key to designing answers that are not only material but also touch the emotional aspects of customers [17].
In addition, the crisis illustrates the limitations of the closed innovation strategy used by Samsung. There was limited external knowledge flow, and the organizational culture was too focused on the speed of product launch [34]. This type of strategy leads to blind spots in knowledge management. For example, important information is not conveyed or potential risks cannot be recognized early on, due to the hierarchical and rigid organizational structure, which can promote the phenomenon of knowledge hiding [5].
Thus, the Galaxy Note 7 incident is not only a technical lesson, but also shows how important it is to build an open organizational culture, respond to risks, and support continuous learning. Effective knowledge management in crises depends not only on systems and procedures but also on the values and practices that make up the organizational ecosystem [17, 34].
This research seeks to answer three core questions related to the Samsung Galaxy Note 7 crisis:

1. How does the compensation strategy implemented by Samsung in the Galaxy Note 7 incident affect consumer perception and brand loyalty?
2. What is the role of knowledge management in handling high-tech product crises such as the Galaxy Note 7 case?
3. How does product failure affect the transformation of innovation strategy and profit management of global technology companies?

Theoretically, this research will enrich the academic literature by providing an empirical case study on the relationship between knowledge management, organizational culture, and crisis response. Practically, this research is expected to offer valuable insights for corporate managers and company leaders on the importance of building an open knowledge culture to prevent similar crises and provide a framework for designing effective compensation and communication strategies when a critical crisis occurs.

2. Literature Review

2.1. Knowledge Management

Knowledge management (KM) is a systematic approach to creating, storing, sharing, and applying knowledge within an organization to improve efficiency and innovation [11]. In this context, knowledge can be divided into two main types: tacit and explicit knowledge. Tacit knowledge is knowledge inherent to individuals, such as experience and intuition, which is difficult to document. Meanwhile, explicit knowledge can be easily transferred through documents, manuals, or written procedures [24]. The KM cycle includes the processes of knowledge creation, knowledge sharing, knowledge storage, and knowledge application. These four stages are very important in creating an organization's competitive advantage [4]. In the digital era, knowledge management should include a strategic approach to both types of knowledge, as found in a study at Fab Labs that showed the importance of managing tacit and explicit knowledge in a balanced way [22].

2.2. Compensation and Benefit Management

Compensation and benefits management is a crucial component of human resource management, which involves providing both direct and indirect rewards to employees as a form of appreciation for their contributions. Direct compensation includes basic salary and incentives, while indirect compensation includes health benefits, pension programs, and other work facilities [18]. The main objective of compensation management is to attract, retain, and motivate employees to remain high-performing [15]. In crises such as the COVID-19 pandemic, many organizations need to adopt a strategic approach to compensation systems. This includes benefit adjustments and pay flexibility to maintain organizational stability and employee well-being [26, 29].

2.3. Product Crisis and Corporate Responsibility

A product crisis is a situation where a product experiences failure or harm to consumers, potentially damaging the company's reputation. In facing this crisis, the role of communication is crucial. Open and strategic communication can mitigate negative impacts and restore public trust [6]. Product recalls are a form of corporate responsibility. The company's response to such incidents affects consumer trust and loyalty [20]. Taking the stock market into account, an appropriate crisis management strategy can minimize investors' negative reactions [35]. Moreover, corporate social responsibility (CSR) reputation also plays an important role in shaping public perception. Companies known to have a strong CSR reputation tend to gain higher tolerance from the public during a crisis [14].

2.4. Related Research

Various studies have examined the link between knowledge management, compensation management, and organizational crisis management. For example, Abuzyead and Sherif [1] showed that effective KM implementation improves organizational readiness and response to crisis. Similar research by Elhendawi [8] also confirmed that KM stages support the overall crisis management process. However, Safuan and Kurnia [27] discovered that a combination of effective crisis communication and a fair compensation system can sustain public trust. A study by Sunardi [31] emphasizes that strong KM capabilities combined with strengthening human resources can increase an organization's resistance to external shocks. Inkinen [12] also confirms that KM practices contribute positively to organizational performance and sustainability in the long term. Therefore, this literature review provides a strong theoretical and empirical foundation to analyze how knowledge management can support strategic decision-making in the context of compensation and benefits when facing a product crisis such as the Samsung Galaxy Note 7 case.

3. Research Method

This research uses descriptive qualitative research with a case study approach. Through descriptive qualitative research to provide an in-depth and holistic picture of an event in its natural context, this descriptive research aims to describe, interpret, and understand in depth an event,

process, or condition. In this case, this research focuses on describing the details of how Samsung designed and managed compensation and benefits strategies during the Galaxy Note 7 crisis. The object of this research is the case of the Samsung Galaxy Note 7 product recall in 2016. The main focus of this research is on the compensation and benefits management aspects applied by Samsung Electronics to deal with affected consumers. This case was chosen because it is unprecedented in the technology industry; the crisis occurred not once, but twice, thus offering valuable lessons on crisis management, organizational learning, and customer relationship recovery strategies.

The analysis does not focus on the technical causes of the battery failure, but rather on the series of actions and policies the company took to compensate its customers as part of its reputation recovery strategy. The study relied solely on secondary data, since primary data collection (e.g., interviews, surveys) was impossible due to the historical nature of the events under research. The data was obtained through two fundamental methods: study of the literature and study of documentation. A literature review was conducted to frame the theoretical foundation of the study, covering crisis management, customer compensation theory, reputation management, and knowledge management in a business context. A documentation study systematically collected documents related to the study topic; the researchers conducted a focused search on digital archives using keywords such as “Samsung Note 7 recall”, “Samsung compensation program Note 7”, “Samsung crisis communication”, and “financial impact of Note 7”. The documents retrieved were then filtered for their relevance and source credibility before analysis.

4. Results and Discussion

4.1. Overview of the Galaxy Note 7 Incident

The Samsung Galaxy Note 7 was withdrawn from the market after several devices exploded following its launch in 2016 [34]. This was caused by batteries that should have met two conditions, which were met by batteries from ATL: first, the negative pole should be short so that it does not reach the rounded end; second, the edge should be almost at a right angle. However, the battery from Samsung SDI did not meet both conditions and short-circuited, eventually causing an explosion. If Samsung had spent more time testing the ATL battery after the first recall [16], it could have caused the product’s marketability to drop because it coincided with the launch of its main competitor, the iPhone 7, so Samsung neglected further testing on the ATL battery in favor of marketing earlier than its competitors.

In addition, one of the main causes of the Galaxy Note 7 incident was the failure of the lithium-ion battery, which resulted in some devices catching fire or exploding. Despite Samsung’s pre-launch quality tests, this issue shows that the batteries used still carried a risk of failure, consistent with findings that battery failures can occur even in well-designed and tested systems, underscoring the importance of more complete testing of possible failure modes [9]. One of the most dangerous failure modes is thermal runaway [2], where the battery temperature increases dramatically due to internal pressure, triggering a chain chemical reaction that leads to an explosion or fire. A forensic technical investigation found that a battery cell from manufacturer Samsung SDI had a deformation of the top corner of the battery and overpressure against compression, which caused damage to the separator layer [21]. Forensic analysis using CT scans further found that one manufacturer’s pouch-type battery design did not provide enough space between the electrode side and the case, especially in the corner area, and the results also revealed burrs on the positive tab that caused a short circuit between the positive tab and the copper current collector [33]. Both results make clear that poor battery design was the root cause of the Galaxy Note 7 explosion.

A contributing factor to the lengthy problem identification of the Galaxy Note 7 was Samsung’s highly centralized organizational culture [30]. Decisions were made by senior employees without involving suggestions from lower technical level employees, and many employees were required to carry out orders without asking questions. This communication limitation led to irregular information reaching the engineering team, resulting in engineers failing to replicate the problem at the lab site, which was one of the causes of the delayed response to the incident. After the widespread product defects became public knowledge, Samsung announced the suspension of all sales and production of the Galaxy Note 7 on October 11, 2016 to prioritize “customer interests” [10], which became an important moment to retain customers; Samsung then compensated Galaxy Note 7 users with refunds and directed users to turn off their devices and contact the store of purchase or carrier for a refund [32].

4.2. Compensation Strategy and Benefits Provided

Samsung implemented one compensation strategy by remodeling part of the recalled Galaxy Note 7 for resale as a limited edition Galaxy Note Fan Edition, a cheaper edition intended to remedy the product failure [23]. After announcing it would phase out sales and production of the Galaxy Note 7 [19], the company offered a new compensation strategy to customers. However, the strategy was not effective, and customers responded negatively, feeling cheated, based on the analysis of public comments. This is because Samsung’s initial monetary compensation strategy was ineffective for customers who had bought a phone worth approximately $800 but received a lower-quality replacement [10]. Samsung was also criticized for not immediately stopping sales when it first heard reports of the Galaxy Note 7 exploding, instead conducting only a recall for repairs. Due to the failure of this compensation strategy, on October 11, 2016 Samsung officially stopped all production and sales of the Galaxy Note 7 and launched a complete fund control program [32]. Following the explosion incident, the market in China saw a rise for local products such as Xiaomi and Huawei, reflecting consumer dissatisfaction with Samsung’s compensation strategy failure [16].

The case study also shows that compensation and benefits management has a strategic function in supporting a company’s innovation change [34]. Initially, Samsung’s closed innovation strategy, focused on R&D through internal investment, successfully competed in the market through innovative products supported by its compensation and benefits management systems. However, the Galaxy Note 7 defects, such as the lack of supplier diversification and limited product quality verification, exposed its weaknesses and became a driving factor toward an open innovation strategy. As a result, Samsung launched the Galaxy Note 8 after the crisis, with performance and design that addressed the Galaxy Note 7’s failures and was received positively by consumers.

4.3. The Role of Knowledge Management in Managing Crisis

The case study shows that the weak knowledge management system at Samsung during the Galaxy Note 7 crisis was also due to its centralized organizational culture [30]. Samsung’s corporate culture is also influenced by Confucian values that emphasize hierarchy, which is one of the contributing causes of the explosion incident [25]. This culture created many obstacles in the crisis-handling process. Limited communication

between engineers and managers, as well as fear of lawsuits, led to test results not being documented due to shareholder demands and tight production deadlines. This gradually changed the mindset of most Samsung employees and executives.

Samsung's decision to issue only a public statement, without a CEO figure as the face of its response, is considered an irresponsible strategy that has the potential to exacerbate public response, as in the comparable case of Wells Fargo's response [3]. Samsung's brand image repair strategy is a corrective action that treats knowledge as practice, having conducted the first and second recalls of millions of products worldwide along with full refunds. In addition, social media, especially Twitter, disseminated information quickly about the product failure [13], which affected how the company managed its external knowledge management environment, including public opinion. The role of Samsung and product-supporting influencers on Twitter was needed to actively rebuild Samsung's reputation.

The forensic studies of the Galaxy Note 7 battery underscore the importance of managing technical insights in the design phase as well as during product testing [21]. Samsung also identified battery design defects using CT scans to identify corner areas with tight spaces and welding burrs on the positive tab [33]. The handling of the incident revealed weaknesses in Samsung's knowledge management, especially in managing explicit knowledge in the form of technical data and product trial results, as well as tacit knowledge in the form of prior professional crisis-handling experience [10]. Applying knowledge management can help companies identify potential product hazards more quickly, mitigating the risk of failure and recurrence, by integrating techniques such as forensic dissection, X-ray tomography, microscopy, and CT scans to trace the path of product failure and drive improved testing and product safety and quality.

Samsung has made large investments in its internal R&D division to produce innovative products, and gradually adopted open innovation starting in 2015 by adopting Android products from Google; the Galaxy Note 7 incident further encouraged open innovation to improve product competitiveness [16]. Samsung was also criticized for not coordinating with the US safety authority (CPSC) and instead taking unilateral action in announcing the recall [32]. Samsung's strategy of forgoing further testing of the Galaxy Note 7 to compete with the iPhone 7 led to a crisis management failure that caused a decline in the number of consumers. It is important for Samsung to implement knowledge management, especially in production, where supervising the appropriate number of suppliers and testing raw materials is important to avoid more serious problems.

On the corporate side, the Galaxy Note 7 explosion was also an opportunity for Samsung to gradually eliminate the Not-Invented-Here syndrome – the tendency of companies to focus too much on internal innovation due to high production demands from shareholders, and to be reluctant to adopt outside technology, which limits internal communication between managers and engineers [34]. This incident showed Samsung employees the importance of implementing knowledge management in the form of an open innovation strategy and a more open corporate culture between divisions. Moreover, through the remaining recalled Galaxy Note 7 devices, Samsung worked with recycling companies to recycle components such as semiconductors and camera modules for reuse in producing test samples for future smartphone models [23]. This led Samsung to begin implementing open innovation toward recycling failed products, learning from the failure through knowledge management.

4.4. Implications of Compensation Strategy and Benefits Management

Samsung's compensation strategy during the Galaxy Note 7 incident showed that poorly designed crisis management can reduce company profits and customer loyalty following product failures. Although Samsung tried to end the crisis by offering refunds or replacement options for other smartphones, the scheme elicited negative user feedback, as the value of the replacement product was not equivalent to the original purchase price of around $800 [10], and some customers complained that the refund process was complicated and time-consuming [32]. The implications of this ineffective compensation led to the increasing dominance of local brands such as Huawei and Xiaomi in the Chinese market, accelerating the transition of users away from Samsung products. Samsung eventually released the Galaxy Note 7 Fan Edition (FE) [23], based on the defective Galaxy Note 7 devices but with safer batteries. This strategy is in line with studies that emphasize the importance of engineering verification processes after a crisis [21,33], with the Note 7 FE serving as an intermediary demonstrating product improvement. From Samsung's internal side, large compensation was given to the internal R&D division to produce innovative products [16,34]; this strategy was effective in producing highly competitive products, but the centralized culture and tendency toward closed innovation were the underlying causes of the Galaxy Note 7 explosion due to communication limitations.

In terms of profit management, the incident prompted Samsung to reorganize its strategic approach towards open innovation and reduce Not-Invented-Here syndrome, both from outside the company and between internal divisions. Over-reliance on internal suppliers and limited internal testing led to insufficient risk mitigation [34]. Therefore, after the crisis, Samsung adopted an open innovation approach, improved battery design, enhanced safety testing procedures, and released the Galaxy Note 8 as a representation of rebirth and reputation-rebuilding initiatives [19]. This shows that the Galaxy Note 7 failure was also a turning point for Samsung in balancing profit planning through innovation and crisis management that is more acceptable to the public. Despite several issues and challenges, Samsung's strategy eventually managed to improve its public reputation through the Galaxy Note 8, although the impact of customer reduction was also felt, especially in China. Samsung also implemented knowledge management in the form of forensic product testing to review product safety, and implemented open innovation by working with third-party recycling companies to recycle components such as semiconductors and camera modules, producing Galaxy Note 7 FE products as part of its efforts to repair product failures. This strategy not only improved public reputation but also promoted long-term benefits through better organizational responses grounded in knowledge management and organizational learning.

5. Conclusion

This research affirms that the Samsung Galaxy Note 7 crisis was not only the result of technological fault lines in battery design and production, but also vulnerabilities in crisis management, compensation policy, and internal knowledge management. Samsung was unable to effectively anticipate and address the incident due to its centralized organizational culture, inadequate internal communication, and delayed product recall and testing. The lack of early, effective compensation programs eroded customer trust and induced market transformation, particularly in China. The failure also catalyzed the implementation of an open innovation paradigm, the improvement of safety testing processes, and the institutionalization of knowledge management to prevent future failures. By releasing the Galaxy Note 8 and Galaxy Note FE, and entering into recycling partnerships, Samsung demonstrated strategic managerial flexibility in reputation and long-term profit recovery. The findings provide insight into the need for a balance between innovation, risk management, and organizational transparency in handling technology product crises.

This research has several limitations. First, secondary data from existing literature studies, rather than primary data from Samsung's internal stakeholders, was used to examine and analyze the case, so the understanding of internal decision-making dynamics remains hypothetical, drawn from open sources. Second, this study highlights a single case study, the Galaxy Note 7 scandal, which limits the applicability of the findings to other technology company crisis cases. Third, time constraints and limited access to official investigation reports prevented direct tracking of the company's technical timeline and communication plans. Therefore, future research is recommended to use more efficient techniques, for example, in-depth interviews with industry practitioners and interpretation of companies' internal media, to enrich the point of view.

Article Information

Author's Contributions: Ratandi Ahmad Fauzan led the research design, data analysis, and manuscript writing. Jonathan Arya Wibowo and Daffa Shidqi Thamrin contributed to the literature review and documentation study. Muharman Lubis supervised the research and reviewed the manuscript. All authors read and approved the final manuscript.

Acknowledgments: The researchers would like to thank the lecturers who have guided them during the lectures, which provided many insights into knowledge management.

Conflict of Interest: The authors declare that there is no conflict of interest regarding the publication of this paper.

Support Section: Not applicable.

Ethical Approval: It is declared that during the preparation process of this study, scientific and ethical principles were followed and all the studies benefited from are stated in the bibliography.

Availability: Not applicable.

Artificial Intelligence Statement: No artificial intelligence tools were used while writing this article.

Plagiarism Statement: This article has been scanned by iThenticate™.

References

[1] Z. A. Abuzyead, S. F. Sherif, *The impact of the implementation of knowledge management on security crisis management*, Rev. Public Adm. Manag., **5**(2) (2017), 1–15.
[2] J. Allen, *Review of polymers in the prevention of thermal runaway in lithium-ion batteries*, Energy Rep., **6** (2020), 217–224. https://doi.org/10.1016/j.egyr.2020.03.027
[3] S. A. Brandford, *Crisis response strategies: Analyzing the actions and inactions of Wells Fargo and Samsung in 2016 from theoretical lens*, (2019). http://www.casirmediapublishing.com
[4] C.-L. H. Chang, T.-C. Lin, *The role of organizational culture in the knowledge management process*, J. Knowl. Manag., **19**(3) (2015), 433–455. https://doi.org/10.1108/JKM-08-2014-0353
[5] M. Černe, C. G. Nerstad, A. Dysvik, M. Škerlavaj, *What goes around comes around: Knowledge hiding, perceived motivational climate, and creativity*, Acad. Manag. J., **57**(1) (2014), 172–192. https://doi.org/10.5465/amj.2012.0122
[6] W. T. Coombs, *Ongoing Crisis Communication: Planning, Managing, and Responding*, 4th ed., SAGE Publications, 2015.
[7] W. T. Coombs, *The value of communication during a crisis: Insights from strategic communication research*, Bus. Horiz., **58**(2) (2015), 141–148. https://doi.org/10.1016/j.bushor.2014.10.003
[8] A. S. Elhendawi, *The effect of knowledge management on crisis management in a higher education institute in Libya*, Int. J. Sci. Technol. Res., **9**(6) (2020), 555–560.
[9] T. L. Fantham, D. T. Gladwin, *An overview of safety for laboratory testing of lithium-ion batteries*, Energy Rep., **7** (2021), 2–8. https://doi.org/10.1016/j.egyr.2021.03.004
[10] A. Firoz Shamsi, M. Haider Ali, S. Salman Kazmi, *Samsung Note 7 an unprecedented recall that created history: Exploding phones recovered—exploded trust?*, Int. J. Exp. Learn. Case Stud., **2** (2017).
[11] J. Girard, J. Girard, *Defining knowledge management: Toward an applied compendium*, Online J. Appl. Knowl. Manag., **3**(1) (2015), 1–20.
[12] H. Inkinen, *Review of empirical research on knowledge management practices and firm performance*, J. Knowl. Manag., **20**(2) (2016), 230–257. https://doi.org/10.1108/JKM-09-2015-0336
[13] S. Kang, K. J. Shim, J. Kim, *Social media posts on the Samsung Galaxy Note 7 explosion: A comparative analysis of crisis framing and sentiment in three nations*, J. Int. Crisis Risk Commun. Res., **2**(2) (2019), 259–289. https://doi.org/10.30658/jicrcr.2.2.5
[14] Y. Kim, C. W. Woo, *The buffering effects of CSR reputation in times of product-harm crisis*, Corp. Commun. Int. J., **24**(1) (2019), 21–43. https://doi.org/10.1108/CCIJ-02-2018-0018
[15] A. Kurbani, L. Hakim, Z. Arifin, *Pengaruh kompensasi langsung dan tidak langsung terhadap kinerja karyawan*, J. Media Wahana Ekon., **19**(1) (2022), 144–153.
[16] T. Lan, *A critical case report of Samsung Note 7 recall*, Front. Art Res., **5**(11) (2023). https://doi.org/10.25236/far.2023.051101
[17] Y. Lee, J. Lee, *The role of knowledge management in crisis management: The case of Samsung's Galaxy Note 7 crisis*, J. Bus. Res., **117** (2020), 650–660.
[18] F. Lestari, S. Haryono, M. Kurnia, R. D. A. Puji, *The effect of direct compensation and indirect compensation on job performance with job satisfaction as intervening variable in performance of temporary staff UMY*, Int. J. Bus. Mark. Manag., **5**(3) (2020), 1–10.
[19] J. Lim, J. H. Kim, *Examining risk communication of Samsung by analysing customer reaction on social media: From Galaxy Note 7 explosion to Galaxy S8 release*, in Proc. CS & IT, (2018), 63–71. https://doi.org/10.5121/csit.2018.80306
[20] S. Liu, D. El Khoury, I. J. Joye, *Gluten-free product recalls and their impact on consumer trust*, Nutrients, **15**(19) (2023), 4170. https://doi.org/10.3390/nu15194170
[21] M. J. Loveridge, G. Remy, N. Kourra, R. Genieser, A. Barai, M. J. Lain, Y. Guo, M. Amor-Segan, M. A. Williams, T. Amietszajew, M. Ellis, R. Bhagat, D. Greenwood, *Looking deeper into the Galaxy (Note 7)*, Batteries, **4**(1) (2018). https://doi.org/10.3390/batteries4010003
[22] S. Maravilhas, J. Martins, *Strategic knowledge management in a digital environment: Tacit and explicit knowledge in Fab Labs*, J. Bus. Res., **94** (2019), 353–359. https://doi.org/10.1016/j.jbusres.2018.01.061
[23] A. H. Park, K. Lim, *Save the Galaxy: E-waste recycling at Samsung and sustainability in Korea*, (2020).
[24] Y. Praharsi, *Manajemen pengetahuan dan implementasinya dalam organisasi dan perorangan*, J. Manaj. Maranatha, **16**(1) (2016), 1–14. https://doi.org/10.28932/jmm.v16i1.230
[25] K. Saadah, *The impact of Samsung scandal in corporate culture in South Korea: Is corporate governance necessary?*, (2018).
[26] S. Safuan, T. Kurnia, *Literature review of pandemic COVID-19 effects on employee compensation*, J. Bus. Manag. Rev., **2**(1) (2021), 57–64. https://doi.org/10.47153/jbmr21.112021
[27] S. Safuan, T. Kurnia, *Dampak pandemi COVID-19 terhadap kompensasi karyawan: Tinjauan literatur*, Ilmu dan Budaya, **43**(1) (2022), 57–64.
[28] Samsung Newsroom, *Samsung Electronics announces cause of Galaxy Note7 incidents in press conference*, (23 January 2017). https://news.samsung.com/global/samsung-electronics-announces-cause-of-galaxy-note7-incidents-in-press-conference

[29] E. Shtembari, A. Kufo, D. Haxhinasto, *Employee compensation and benefits pre and post COVID-19*, Adm. Sci., **12**(3) (2022), 106. https://doi.org/10.3390/admsci12030106
[30] P. A. Stanwick, S. D. Stanwick, *Samsung's Galaxy Note 7: How a new product launch can go up in smoke*, Int. J. Educ. Soc. Sci., **5**(11) (2018). https://www.ijessnet.com
[31] S. Sunardi, *Keterkaitan teknologi informasi, pembelajaran organisasi, kemampuan manajemen pengetahuan, dan kinerja perusahaan*, Liquidity: J. Riset Akunt. Manaj., **6**(2) (2017), 154–165.
[32] E. Thomas, A. Zeron, J. O'Rourke, *Samsung Electronics Company, Ltd.: Galaxy Note 7 crisis*, The Eugene D. Fanning Center for Business Communication, Mendoza College of Business, University of Notre Dame, 2019. https://doi.org/10.4135/9781526489043
[33] Y. Wu, S. Saxena, Y. Xing, Y. Wang, C. Li, W. K. C. Yung, M. Pecht, *Analysis of manufacturing-induced defects and structural deformations in lithium-ion batteries using computed tomography*, Energies, **11**(4) (2018). https://doi.org/10.3390/en11040925
[34] J. J. Yun, J. H. Jeon, K. B. Park, X. Zhao, *Benefits and costs of closed innovation strategy: Analysis of Samsung's Galaxy Note 7 explosion and withdrawal scandal*, J. Open Innov. Technol. Mark. Complex., **4**(3) (2018). https://doi.org/10.3390/joitmc4030020
[35] S. Zheng, G. Yang, S. Chen, *Stock market reaction to product-harm crisis response strategies*, PLOS ONE, **18**(8) (2023), e0290548. https://doi.org/10.1371/journal.pone.0290548