

## GEMINI ELECTRONICS

*Dan Thompson wrote this case solely to provide material for class discussion. The author does not intend to illustrate either effective or ineffective handling of a managerial situation. The author may have disguised certain names and other identifying information to protect confidentiality.*

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Sarah McIvor, C.A., a junior partner with Price Waterhouse Coopers, had been selected to conduct a financial review of Gemini Electronics Ltd. Gemini was an up-start American electronics company that recently went public and now wanted to expand its business in order to rival major Korean and Japanese producers. Before the company finalized any expansion plans, Dr. Frank Wang, the founder, felt it was prudent to conduct an independent evaluation of Gemini's financial condition.

Having managed a number of audits of leading companies in the industry, McIvor's knowledge of consumer electronics was extensive. If the report was well-received by Gemini, this would mean a lot of additional auditing and consulting business for her firm and a promotion to senior partner. She decided to clear her desk of all other files and to focus on the Gemini account for the next two weeks.

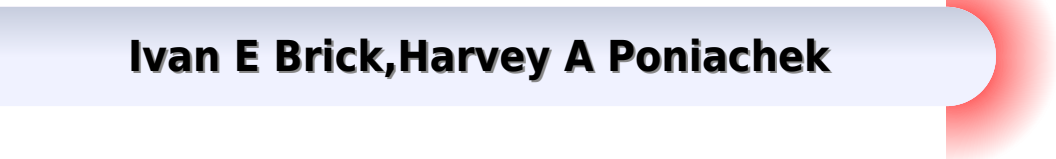
### COMPANY FORMATION

Gemini Electronics was a U.S.-based manufacturer of televisions (TV's). The company was founded in 2002 by Frank Wang, a second-generation American of Chinese descent. As part of his PhD studies in electrical engineering at the California Institute of Technology (CIT) in the early 1990s, Wang participated in a number of basic research projects relating to the development of liquid crystal displays (LCD). Despite being only a doctoral student, he made a number of significant contributions to these projects and came in contact with venture capitalists who were working with CIT to commercialize this important work. Coming from a family of entrepreneurs, Wang became very interested in the business side of research and development (R&D). His plan after graduation was not to pursue a career in teaching and research as most of his colleagues wanted to do but to build a major electronics firm to rival the likes of Samsung, Sony and LG. Not only would he bring honour and wealth to himself and his extended family, but he felt strongly that such an enterprise would allow the United States to re-establish itself as a major manufacturer of consumer electronic products. Since the 1980s the United States continued to make major contributions in the area of basic research, but most of the design and manufacturing was done by firms in countries such as Japan, Korea and Taiwan. Wang's goal was to reverse this trend.

Realizing that he needed to acquire practical design and production experience, in 1995 Wang made

# Gemini Electronics Case Study

**Ivan E Brick, Harvey A Poniachek**



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*Blockchain Ecosystem* Alex Khang, Subrata Chowdhury, Seema Sharma, 2022-12-29 This book focuses on futuristic approaches and designs for real time systems and applications as well as the fundamental concepts of including advanced techniques and tools in models of data driven blockchain ecosystems The Data Driven Blockchain Ecosystem Fundamentals Applications and Emerging Technologies discusses how to implement and manage processes for releasing and delivering blockchain applications It presents the core of blockchain technology IoT based and AI based blockchain systems and various manufacturing areas related to Industry 4 0 The book illustrates how to apply design principles to develop and manage blockchain networks and also covers the role that cloud computing plays in blockchain applications All major technologies involved in blockchain embedded applications are included in this book which makes it useful to engineering students researchers academicians and professionals interested in the core of blockchain technology *ISA Journal* Instrument Society of America, 1966

Intellivision Tom Boellstorff, Braxton Soderman, 2024-11-05 The engaging story of Intellivision an overlooked videogame system from the late 1970s and early 1980s whose fate was shaped by Mattel Atari and countless others who invented the gaming industry Astromash Snafu Star Strike Utopia do these names sound familiar to you No Maybe They were all videogames created for the Intellivision videogame system sold by Mattel Electronics between 1979 and 1984 This system was Atari s main rival during a key period when videogames were moving from the arcades into the home In Intellivision Tom Boellstorff and Braxton Soderman tell the fascinating inside story of this overlooked gaming system Along the way they also analyze Intellivision s chips and code games marketing and business strategies organizational and social history and the cultural and economic context of the early US games industry from the mid 1970s to the great videogame industry crash of 1983 While many remember Atari Intellivision has largely been forgotten As such Intellivision fills a crucial gap in videogame scholarship telling the story of a console that sold millions and competed aggressively against Atari Drawing on a wealth of data from both institutional and personal archives and over 150 interviews with programmers engineers executives marketers and designers Boellstorff and Soderman examine the relationship between videogames and toys an under analyzed aspect of videogame history and discuss the impact of home computing on the rise of videogames the gendered implications of play and videogame design at Mattel and the blurring of work and play in the early games industry

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