



Influence of globalization on strategic management in multinational corporations: The case of Puma Corporation, Nigeria

IMOH EFFIONG UMANA¹, RAPHEAL EDEM UDOH² and BLESSING STEPHEN ESSIEN^{3*}

¹University of Bedfordshire, United Kingdom; Email: imoumana@gmail.com

²University of Uyo, Nigeria; Email: Udohraphael30@gmail.com

³University of Uyo, Nigeria

*Correspondence: blessingessien@uniuyo.edu.ng

Abstract

Globalization is regarded as sine-qua non for international business growth. This is so because interconnectivity and interdependence of countries and businesses through globalization have continued to shape global business transactions. This paper evaluated the impacts of globalization on multinational corporations' expansion and growth, using Puma Corporation, Nigeria. Other objectives included to investigate influence of globalization on supply chain management strategies of Puma Corporations. The study adopted a survey research design involving the collection of data through structured questionnaires. Simple percentage and t-test statistics were used for the data analysis. Statistical package for social sciences (SPSS) software version 22 aided the computation of data. Findings revealed that: globalization influence Puma Corporation through the integration of technology as part of its Supply Chain Management practices. Also, globalization was found to influence Puma Corporation by enhancing stakeholders' communication and improves customer services. The influence of globalization on Puma was palpable in its global integration, innovation and competitiveness, via access to international market, different suppliers, and advanced technologies. Based on the findings, the study recommends the following: The need for Puma Corporation to invest in technological tools to enhance real-time tracking, inventory management and demand forecasting which can ultimately lead to operational efficiency. Equally, the reinforcement of relations with suppliers, governments, and logistics providers are expedient. The corporation should also diversify its supplier base across multiple regions while also localize parts of its supply chain by sourcing and producing closer to key markets to reduce lead time and other logistics cost.

Keywords: Globalization, Strategic Management, Supply Chain Management, Multinational – Corporation, Nigeria

JEL Classification: F23, M16, O19, F60



1. Introduction

In a globalized business and financial environment where competition has become central to the activities of multinational corporations, it is imperative that business organisations make adequate plans to achieve sustainable competitive edge in their various markets and industries (Sudarshan, 2025). The relationship between globalisation and strategic management has been an area of concern for researchers and stakeholders in international business for more than three decades (Sudarshan, 2025). To this extent, there are many researches and findings on how globalisation impacts strategic management in the sense that multinational corporations consider the reality of high competitiveness and mutual dependence in the international market in the process of enacting plans on how to approach their various markets, and execute their business plans. In addition, globalization has brought about an expansion of market since businesses will have to the opportunity of expanding beyond their countries of origin; and adopt a complex supply chain process as a natural offshoot of other attributes of globalization (Francis, et al., 2023). Strategic management is the entirety of the mechanisms and approaches adopted by corporations and organisations to plan and execute their long-term aims and strategic objectives. This involves several areas such as employee management, financial strategy, and stakeholder collaboration supply chain management, among others (Sudarshan, 2025). In other words, strategic management implies that business organisations device actionable mechanisms of implementing their strategic objectives in the best interest of the business to achieve competitive advantage.

Globalisation simply is the interconnectedness of the world. It means that as development continues to spread, many parts of the world have become intertwined so the extent that there is a growth in the level of interdependence among countries, and naturally among businesses and corporations, which makes international market easier (Taqatqa, 2023). The social media and other digital technologies such as the internet play major roles in achieving globalisation, especially in the past 30 years. Thus, there is a significant interplay and connection between globalisation and strategic management, especially as it concerns global corporations (Ivanov and Dolgui, 2020). Puma Corporation, as a multinational company that specialises in the marketing of fashion products around the world, is well-entrenched in this interplay. Globalization has tremendous impacts on strategic management to the extent that global corporations like Puma are required to adopt flexible and adaptable strategies, apply global-centred management approaches and ensure multicultural policies, as well as taking better advantage of the digital landscape (Francis, et al., 2023). In the case of Puma Corporation, the company as a global business which markets fashion ensures that its products will reflect the multicultural nature of global business. Globalization has also made it possible for Puma to have presence in over 120 countries; hence its strategic management approaches will not be monolithic and static, but flexible to adapt to current global trends in the fashion industry (Orlanyuk-Malitskaya, et al., 2024).



This study has become imperative due to the current high rate of business failures in the international market. Mitra (2021) notes that the international fashion industry is challenged by poor planning and execution of workable strategies by corporations, especially in the areas of resource management, cultural competence, and risk mitigation, supply chain management and sustainable business practices. International business organisations have continued to struggle with global business dynamics due to lack of poor knowledge of the synergy that exists between globalisation and strategic management (Emon, *et al.*, 2024). This has led to poor profitability and visibility, and in extreme cases, the collapse of many international corporations. This study brings attention to this significant relationship between globalization as a system that supports the interconnection and mutual dependence of countries and businesses, and strategic management which stresses the imperativeness of proper planning and effective executive business objectives to achieve sustainable competitive advantage, especially at Puma Corporations. By factoring in the huge impact of globalization on strategic management, Puma Corporation will apply flexible and adaptable techniques in its strategic management process to ably respond to factors such complex supply chain, cultural diversity, high competitiveness, expansive market and sustainability in business practices. In other words, this research is timely in this regard. Equally, literature revealed that there is limited research evidence on the influence of globalisation on the supply chain management activities of Puma Corporation, which makes it difficult for the review to ascertain the direct impact of globalisation on the supply chain management of the fashion business. In addition to the above, as one of the objectives was targeted at recommending the strategies for improving the supply chain management practices of Puma, Zirong (2023) identified that there is limited adoption of digital technology in the operations of Puma, evidenced by the company not operating on an e-commerce platform that would have improved its supply chain practices. Prashant (2021) also noted that due to limited technological adoption, Puma has not been able to benefit more from the positive effects of globalisation, which results in their inventory management challenges. Therefore, the limited scholarly works on the topic concerning Puma fashion corporation and the challenge emanating from limited adoption of technology in the operations of the corporation creates a research gap which will be filled by this study. The study investigated the impact of globalization on the supply chain management practices of a multinational corporation (Puma Corporation). Other specific objectives and research questions are:

1. To identify the influence of technological use on stakeholders' communication and customer services in the Puma Corporation.
2. To evaluate the influence of globalisation on the supply chain management practices of the Puma Corporation.
3. To examine the influence of technological use on supply chain operations in the Puma Corporation



- (i) To what extent does technological use influence stakeholders' communication and customer services in the Puma Corporation?
- (ii) Has globalisation significantly influence supply chain practices of Puma Corporation?
- (iii) How has technological use influence supply chain management practices of the Puma Corporation?

2. Literature Review

2.1 The Concept of Globalisation

The complexity of the concept of globalisation has attracted the attention of various scholars to suggest several definitions that will help in its understanding. Davies & Egbuchi (2019) defined globalisation as a business theory that underpins the mutual dependence and connectedness of different sovereign countries through transportation, communication, trade, religion, and economy. According to Francis *et al.* (2023), globalisation is the interchange of cultural, political, and economic network processes through information and communication technology. Scholars have presented divergent views on the impact of globalisation on business operations. Mashael *et al.* (2025) argued that though globalisation offers a positive shift in organisational wage dynamics, and through technology improves quality of employment in international business, its negative impacts include employment losses, increases wage disparities, and job insecurity. The divergent impacts of globalisation on advancing businesses put international businesses in a dilemma, creating room for the contemplation of the best ways for advancing business operations without encountering the negative effects or the best approach of avoiding the risks associated with globalisation (Ebong *et al.*, 2014).

2.1.1 Strategic Management

According to Sammut-Bonnic (2015), strategic management is the process a business organization adopts in the evaluation, planning, and execution of its business strategies to achieve and sustain competitive performance. Muoho & Marget (2016), strategic management involves business choices and practices designed and executed to withstand the changing business environments and achieve the set goal. However, Omalaja & Eruola (2019) argued that it is a cohesive approach adopted by an organization on its policies and operations to achieve the business objectives. The positions of these authors were harmonized by Simamora *et al.* (2024) when they stated that strategic management processes include internal and external business environmental adaptation strategies, decisions, and plans of a business organization targeted at accomplishing the corporate goal. It is important to note that, as the business environment is characterized by changing and challenging developments, business organizations must strategically position and reposition their operational strategies to address the challenging business climate. According to Cheptegei & Yabs (2020), strategic management is important in business operations due to its risk management

capabilities, support for goal setting, provision for constant monitoring of activities, proactive solutions to changing situations, and a mission to achieve competitive advantage.

2.1.2 Supply Chain Management

Supply Chain Management (SCM) is basically the monitoring and facilitation of all processes involved in the creation of goods and services, from raw materials to final products, the aim of supply chain management (SCM). The administration of information and financial flows between suppliers, manufacturers, distributors, and retailers is covered by this system, along with the full process from planning and sourcing to production, logistics, and product distribution (Chopra & Meindl, 2021). See figure 1.

Figure 1. Concept of SCM



Supply Chain Management (SCM) main goal is to conduct all supply chain operations efficiently with appropriate cooperation and communication to reduce waste while increasing efficiency, operational cost effectiveness, and customer satisfaction.

2.1.3 Supply Chain Management Practices of / in Fashion Business Corporation

An international business organisation that markets fashion products implement several supply chain management practices to improve its competitive performance. One of the SCM practices being implemented by fashion corporations in the international market is demand prediction/forecasting. Mitra *et al.* (2022), demand prediction or forecasting shows an organization's capacity to expect and satisfy its current and prospective customers by providing support and resources to the business manager for achieving the future goals. Badr & Ahmed (2023) supply chain management success depends on accurate forecasting of product demands,



which guides the choices at every stage of the supply chain operations, such as sourcing of raw materials, transportation/distribution, and inventory management. Effective planning and execution of activities at every stage of the chain improves organisational efficiency, profitability, and customer satisfaction. Another supply chain management practice associated with fashion businesses is risk management. Dyah *et al.* (2015), risk refers to any uncertainty in business activities that can threaten a business or create an opportunity for its advancement, while risk management involves management activities that systematically identify, evaluate, and regulate the threats to the benefit of the organisation. Risk management practices in the supply chain process understand the weaknesses of the firm in the supply chain and adopt measures to reduce the impacts of the weaknesses on the business operations by making proactive decisions and adopting strategic approaches to ensure long-term successful performance (Edna & Sandip 2022). The demonstration of Supply Chain Management Practices was shown in Figure 2 below.

Figure 2. Supply Chain Management Practices



Source: Developed by the researcher (2025).

2.1.4 Influence of Globalisation on Supply Chain Management Practices

Globalisation has influenced the integration of global values in the supply chain management activities of multinational corporations such as PUMA and changed the mechanism for engaging in competitive operations by international businesses to ensure efficiency and general business success (Orlanyuk-Malitskaya *et al.*, 2024). This is evident in the need for intensified innovative practices, environmental dynamism that requires businesses to regularly adjust their strategies in line with the prevailing business environment, challenges, and business opportunities. Globalisation stands as a mechanism for the sharing and transferring of ideas, information, and services across international business organisations (Pragya & Aarusk 2025). This facilitates the



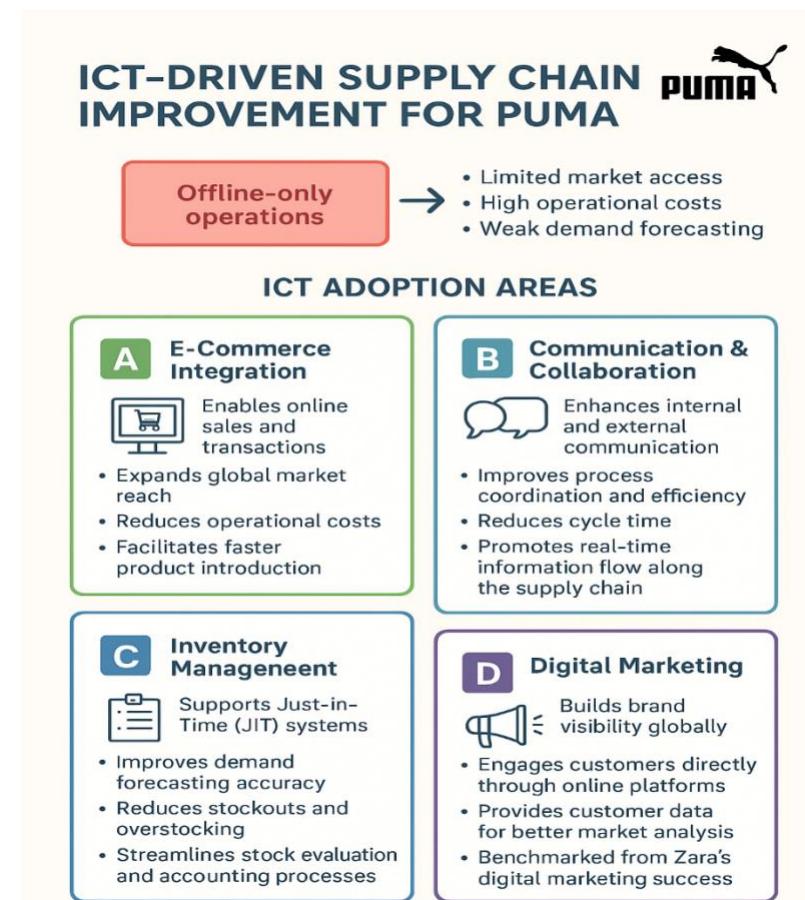
designing and implementation of innovative strategies in the supply chain management of PUMA fashion business in the international market, providing room for the adoption of a business model that satisfies a particular market and the integration of sustainable practices in the supply chain management activities of the corporation to sustain its competitive performance. Dwyer (2015), through technology, globalisation promotes the exchange of knowledge, ideas, and skilled workforce between the developing and developed countries and corporations. The skills, knowledge, and ideas are applied in the supply chain management operations of a business organisation to achieve efficient and effective operations.

2.1.5 Strategies for Improving the Supply Chain Management Practices of PUMA

Zirong (2023) noted that Puma has not advanced its operational strategies into e-commerce; therefore, operating only in an offline situation shows that it needs to improve its supply chain management operations by adopting modern technology that will facilitate transactions at the e-commerce platform. According to Imran (2012), adopting information technology to advance the sale of PUMA products at the e-commerce platform will help reduce the operational cost of the corporation, increase its market coverage, market share, and improve new product introduction to the customers and other members of the supply chain. Fasanghari (2008), ICT enhances effective internal and external communication in the operational activities of the corporation, which promotes the operational efficiency of the members of the supply chain and helps to reduce process and cycle time for better satisfaction of the customers. Prashant (2021) identified that due to the ever-changing trend in fashion businesses, fashion businesses such as Puma experience inventory management challenges stemming from incorrect demand forecasting and the inability to manage stock outs and excess stock because of fluctuating demands. Dadzie *et al.*, (2025) argued that information technology can be used to improve demand forecasting, just-in-time systems, order quantity, stock keeping practices, evaluation, and accounting, thereby resolving the inventory management challenge of the corporation. Puma supply chain management practices can be seen in summary in Figure 3.



Figure 3. PUMA Supply Chain Management Practices



Source: Developed by the Researchers (2025)

2.2 Theoretical Review

2.2.1 Resource Based View Theory

The theory that underpins effective supply chain management practices understanding in Fashion Corporation, under the influence of globalisation, is the theory of Resource-based View. According to D’Oria *et al.* (2021), RBV proponents are of the view that it is the availability of strategic resources such as non-substitutable assets, rare valuables, and unique managerial capacity that gives a corporation a competitive advantage that sustains its effective supply chain management practices. Robert *et al.* (2025), the theory emphasizes the role of internal factors such as innovation, integration, and logistic capabilities on competitive supply chain operations and de-emphasizes the external factors such as competition, market conditions, and regulatory challenges. They noted that the major influence of effective supply chain management practices is the availability of valuable and scarce intrinsic resources and the ability of the human resource



components of the organisation to leverage and manage the resources to achieve the organisational goal.

Figure 4. Theory of Resource-Based View



Source: Robert et al. (2025),

According to Brandon-Jones *et al.* (2014), the non-substitutable resources that can enhance the operational competitiveness of a corporation such as Puma include an effective and efficient distribution network, unique knowledge of the logistic processes, quality customer relationship, brand identity, and proprietary technology. These unique resources enhance the ability of the business organisation to design and implement its business strategies in a manner that will be difficult for other competing companies to adopt, help the business organisation create value along the supply chain, increase operational efficiency, and reduce operational cost. The rare valuables noted by Roberts *et al.* (2025), include the unique resources that are only available to a few business organisations that facilitate their competitive performance, such as business location, extremely skilled workforce, peculiar partnership, and distribution networks. The hypotheses are as follows:

Ho1: There is no significant influence of technological use on stakeholders communication and improves customer services in the Puma Corporation.

Ho2: Globalisation does not significantly influence supply chain management practices of the PUMA Corporation.

Ho3: There is no significant influence of technological use on supply chain operations in the Puma Corporation.



3. METHODOLOGY

3.1 Research Design

The study employed a descriptive survey research design, which mainly involved the use of structured questionnaire and interview to obtain information from respondents independently without imposing values or influence on their opinions, beliefs and attitudes.

3.2 Population / Sample Size

Statistics obtained from the nominal roll of Puma Corporation Abuja revealed 95 employees in the following offices, namely: Jabi Lake Mall, Bala Sokoto Way, and Jabi. Hamed (2016) suggested that using the entire population is plausible when the population is less than 100, unique, permits the collection of critical information, easily accessed and managed but he advised that the sampling should comply with research ethics and the selected research design to achieve a meaningful outcomes.

3.3 Sampling Technique

The study adopted a convenient sample was utilized in the sample selection process. Jawad et al. (2022), convenient sampling is a non-probability sampling method that permits the utilization of easily accessible and willing to participate respondents to the research. According to Jawad and colleagues, the technique is cost-effective, less time-consuming, and gives every member of the study population an equal chance of being sampled. The study sample included junior and senior management staff of the corporation. It is worth noting that the researchers can be biased in their selection of the study participants when adopting convenience sampling, but Berndt (2020) justified the use of convenience sampling when there is difficulty in creating a sample frame and the study population is too small. Koerber and McMichae (2008) advised that the technique is recommended when a researcher has limited access to the corporation under study (especially when the researchers is not working in the organisation) because of its low time implication and cost effectiveness.

3.3 Method of data Collection

The major instrument used for data collection was a five-point Likert scale questionnaire; with responses ranging from Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), and Strongly Disagree (SD). The use of Likert scale offers the opportunity to measure varying degrees of responses by ranking them on the bases of agreement and disagreement. The questionnaire were distributed to the employees through Field Assistants recruited for this purpose and assisted by managers at the various branches of Puma Corporation Abuja, Nigeria, viz: Jabi Lake Mall, Bala Sokoto Way, Jabi. Each of the branch managers served as contact person for distribution and collection of the questionnaire. Ninety-five (95) questionnaire were distributed and 77 were returned and found useful for analysis.



3.4 Research Validity and Reliability

The study utilized face and content validity tests to ascertain the degree of validity of the research instrument. To ensure face and content validation, the questionnaire was scrutinized by experts in test and measurement from the Universities of Uyo and that of Bedfordshire before the questionnaire was administered. The reliability of a research instrument ensures that the results from the study are stable, dependable, and can be generalized. The reliability of the study instrument was calculated to ascertain the internal consistency by using Cronbach's Alpha at a scale of 0.80 to 1, in which 0.80 is the least acceptable coefficient, while a coefficient close to or equal to 1 serves as the most preferred (Daud *et al.* 2018). In testing the reliability of the instrument through a pilot survey, 12 respondents from the study population were issued with 12 questionnaire copies. This was collected from the respondents after 4 days and re-issued after 5 days to ascertain the reliability and the reliability coefficient from the Cronbach's Alpha test. The 0.95 coefficient of the calculation is close to 1; therefore, it is highly reliable (See Appendix 1).

3.5 Data Analysis

Simple percentage was used to analyse the bio-social characteristics of the respondents while T-Test was used to analyse the formulated research hypotheses. Statistical Package for Social Sciences (SPSS) software version 22 was employed in the analysis of data

3.6 Ethical Consideration.

To produce a valid and reliable outcome, the study complied with the research ethics of the University of Bedfordshire for the conduct of primary data research. This includes informed consent, anonymity, confidentiality, and justice. An informed concept was achieved by communicating clearly to the respondents the purpose of the research, the implications of respondents' participation, and the non-compulsory condition for participation (Manti & Licari 2018). Anonymity was achieved by the researcher's ability to avoid personal information of the respondents and advising them against writing personal details on the questionnaires, or anything that can help identify the respondents, and confidentiality was achieved by ensuring informed consent, managing the information effectively, such that the data and the respondents were not revealed to a third party (Eungoo & Hee-Joong 2023). An effective data management plan guarantees safe storage of the responses and the research report during and after the survey. Also, justice was achieved by giving all members of the population equal opportunity to participate in the research, no vulnerable group/individual participated in the research, and participants were not exposed to any harm.



4. Results and Discussion

4.1 Demographic Presentation of respondents

Table 1. Demographic representation of respondents

Sex Distribution	Frequency	Percent
Male	49	63.6
Female	28	36.4
Total	77	100.0
Age Distribution		
Below 25 Years	9	11.68
26 - 35 Years	33	42.9
36 - 45 Years	17	22.1
46 Years Above	18	23.4
Total	77	100.0
Educational Background		
Bachelor's degree	57	74.0
Master's degree	20	26.0
Total	77	100.0

Source: Field Survey 2025

Table 1 shows the demographic composition of the study participants. It reveals that 49 (63.6%) of the study's respondents were male, while 28 (36.4%) of the respondents were female. It indicates that many male than female participated in the study, this perhaps may be adduced from the fact that Puma deals mostly on sporting wears and more men than women have flare for sports. On the age distribution of the respondents, the table shows that respondents aged below 25 years were 9 (11.68%). Those aged 26-35 years were 33 (42.9%). Respondents aged between 36-46 years were 17 (22.1%) while those aged 46 above were 18 (23.4%). The data reveals that majority of the respondents who participated in the study were those of 26 to 35 years of age. This statistics reveals that Puma employs active and dynamic workforce for optimal results. Data further reveals that 57 (74%) of the respondents were bachelor's degree holder, while 20 (26%) are master's degree holder, a further confirmation of the Corporation firm believe in dynamic and smart workforce.



4.2. Data Analysis

H01: There is no significant influence of technological use on stakeholders communication and improves customer services in Puma corporation.

Table 2. Influence of integrated technology and customer services in Puma Corporation.

Variables	N	Mean	Std. Deviation	Std. Error Mean
The integration of technology at Puma enhances stakeholders' communication and improves customer services	77	2.4416	1.05747	12051

Source: Output SPSS for hypothesis one

Table 2 presents result of the influence of integrated technology in Puma on stakeholders' communication and customer services. Data reveals an overall mean score of 2.4416 indicating that the respondents agreed that the integration of technology at Puma enhances stakeholders' communication and improves customer services. This result was further buttressed by a Standard Deviation of 1.057, indicating moderate spread of responses around the mean, showing some variability in opinion.

Table 3. One-Sample Test of the Strength of the Association between Technology and Customer Service in Puma

Test Value = 0					
T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower
					Upper
The integration of technology at PUMA enhances stakeholders' communication and improves customer services	20.260	76	.000	2.44156	2.2015
					(Upper) 2.6816

Source: SPSS OUTPUT of the relationship between Technology and customer service

Copyright: © 2026 by the authors. Licensee IJBM IESS, New Zealand. This article is an open access article distributed under the terms and conditions of the [Creative Commons Attribution \(CC BY\) license](https://creativecommons.org/licenses/by/4.0/).



Table 3 reveals result of a one-tail test of the relationship between technology use and customers service in Puma Corporation. Data reveals that the calculated t-test value is 20.260 and the critical t-test value is 2.353. this implies that $t - \text{Cal} (20.260) > t - \text{critical} (2.353)$. With probability value of 0.000 which is less than P-value of 0.05, this result is significant. This shows that there is a strong association between integration of technology at Puma Corporation enhanced with stakeholders communication and improved customer services.

Table 4. Influence of globalisation on the supply chain management practices of Puma Corporation (One-Sample Statistics)

	N	Mean	Std. Deviation	Std. Error Mean
Globalisation influence supply chain management practices of Puma corporation	77	2.2727	.95472	.10880

Source: SPSS output

Table 4, presents a one-sample statistics of relationship between globalization and supply management practices of Puma Corporation. The statistic shows the overall mean score of 2.2727 indicating that the respondents agreed that globalisation influence supply chain management practice in Puma Corporation, this is coupled with the Standard Deviation of 0.95472, suggesting moderate spread of responses around the mean, and showing some variability in opinion.

Table 5. T- test output of the relationship between globalization and distribution of products in Puma One-Sample Test)

	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference
Influence of globalisation on supply chain management					
Globalisation improves the transportation and distribution of fashion products across national boundaries at minimal cost through technological advancement	20.889	76	.000	2.27273	2.0560 Upper (2.4894)

Source: SPSS OUTPUT for Hypothesis 2



Data in Table 5 reveals the influence of globalisation on supply chain management practices of Puma Corporation. The calculated t-test value is 22.819 and the critical t-test value is 2.353. This implies that the $t - \text{Cal}$ (20.889) $>$ $t - \text{Critical}$ (2.353). With probability value of 0.000 which is less than P-value of 0.05, this result is significant. This shows that globalisation influence supply chain management practices of Puma Corporation through improved transportation systems and distribution of fashion products across national boundaries at minimal cost.

H_{o3}: There is no significant influence of technological use and supply chain operations in the PUMA Corporation

Table 6. Responses on Influence of technological use on supply management operations in the Puma Corporation

	N	Mean	Std. Deviation	Std. Error Mean
Technological use and supply chain management operation of Puma Corporation	77	2.3117	1.00341	11435

Source: SPSS output for hypothesis 3

Data in Table 6 shows the responses on the influence of technological use on the supply chain management operations of the Puma Corporation. Data reveals the overall mean score of 2.3117 indicating that the respondents agreed that technological use influence supply chain management operations of the corporation, this is coupled with the Standard Deviation of 1.00341, indicating moderate spread of responses around the mean, showing some variability in opinions.

Table 7. Influence of technological use and inventory management operations in the Puma Corporation (One-Sample Test)

Test Value = 0					
T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
				Lower	



Technological adoption can enhance the inventory management practices of the corporation.	20. 216	76	.000	2.31169	2.0839 (Upper) 2.5394
---	------------	----	------	---------	--------------------------

Source: SPSS output of Hypothesis 3

Data in table 7 shows the result of the influence of technological use on inventory management operations of the Puma Corporation. Data indicates that the calculated t-test value is 22.819 while the critical t-test value is 2.353, suggesting that the t -Cal (20.216) $>$ t -critical (2.353). With probability value of 0.000 which is less than P-value of 0.05, this result is significant. This shows that technological adoption can enhance the inventory management practices of the Puma Corporation.

4.2 Discussion

(a) Influence of technological use on stakeholders' communication and customer services in the PUMA Corporation.

Firstly, the study aimed at evaluating the supply chain management practices of Puma Corporation in its international market operations particularly, the integration of technology at PUMA as part of its Supply Chain Management practices. The study found a significant influence of technological use in the Puma Corporation on stakeholders' communication and customer services. The study found that the use of technology enhances stakeholders' communication and improved customer services. This finding is in line with the general supply chain management (SCM) principle that multinational corporations in fashion industry used to implement strategic practices such as demand forecasting. According to Mitra *et al.* (2022), demand forecasting enables organizations to anticipate customers' need and effectively allocate resources accordingly. Similarly, Badr & Ahmed (2023) in their study stated that accurate forecasting plays a significant role in making supply chain decisions including sourcing of raw material, transportation and inventory management, thereby improving operational efficiency and customer satisfaction. Puma's use of digital tools in its supply chain supports the demand forecasting processes thereby enhancing timely production and distribution decisions. Furthermore, the integration of technology in supply chain management also provides support to ethical sourcing which is a key practice in SCM in the fashion industry.

(b) Impacts of globalisation on the supply chain management practices of Puma Corporation

The study also aimed at evaluating the influence of globalization on the supply chain management practices of the Puma Corporation. The study found the result of the analysis to be significant. Globalization has a significant influence on Puma supply chain management by enhancing its



global integration, innovation and competitiveness. Puma benefits from globalization via access to international market, different suppliers, and advanced technologies which effectively improves the efficiency of the SCM operations. This study agrees with Pragya & Aarusk 2025, who stated in their study that globalization allows Puma to customize products to suit regional preferences while maintaining consistency in their quality. However, the study of Apsara & Vishnupriya, (2024) and Kyove *et al* (2021), show that globalization comes with challenges such as increased competition, cultural and legal complexities and supply chain risks in diverse markets. These risk factors make the Puma Corporation to continuously adapt their strategies to manage risk and maintain high operational efficiency. Nevertheless, globalization has driven the PUMA Corporation towards a more interconnected and sustainability-oriented supply chain, enhancing its competitiveness and operational performance.

(c) To examine the influence of technological use on supply chain operations in the Puma Corporation

Finally, the study evaluated the influence of technological use on supply chain operations in the Puma's Corporation. The study found the relationship between technological use and supply chain management operation of the Puma Corporation to be significant. Adopting strategies such as the use of technology has enhanced the inventory management and demand forecasting of the Puma's Corporation. This finding agrees with other studies that emphasized the importance of technological adoption in enhancing supply chain efficiency, particularly in the face of globalization. This study supports Imran (2012) opinion, who earlier stated that adopting technology in e-commerce can reduce operational costs, expand market coverage and increase market share. Fasanghari (2008) had also noted that ICT facilitates communications among stakeholders, thereby enhancing operational efficiency. In addition, Prashant (2021) stated that fluctuating fashion trends often cause inventory management challenges, such as inaccurate demand forecast and issues with stockouts and excessive inventory holding. This study reinforces the fact that advanced technological tool can provide solutions to these inefficiencies by improving forecasting accuracy and optimizing stock level.

5. Conclusion and Recommendations

This study was conducted to find out the influence of globalization on the supply chain management practices of the Puma Corporation in Nigeria. The study discovered that globalization has several significant influence on Puma Corporation's supply chain management (SCM) practices. Unarguably, globalization makes it possible for Puma to link to a vast international suppliers' network, manufacturers, distributors and customers, allowing the company to operate with ease across different geographical locations. Importantly, the integration of technology in the Corporation significantly enhances communication among stakeholders and improves good customer services.

5.1 Recommendations

Copyright: © 2026 by the authors. Licensee IJBM IESS, New Zealand. This article is an open access article distributed under the terms and conditions of the [Creative Commons Attribution \(CC BY\) license](https://creativecommons.org/licenses/by/4.0/).



Following findings of the study, the following recommendations were suggested:

(i) Substantial investment in advanced technology:

Puma Corporation should invest in technological tools to enhance real-time tracking, inventory management and demand forecasting which can ultimately lead to operational efficiency.

ii. Strengthen Stakeholder Cooperation:

The reinforcement of relations with suppliers, governments, and logistics providers will decrease inefficiencies and improve the world and increase global integration to achieve more agile and resilient supply chains.

iii. Diversify and Localize Supplier Networks:

To mitigate risks related to globalization, Puma Corporation should diversify its supplier base across multiple regions. At the same time, the company can localize parts of its supply chain by sourcing and producing closer to key markets to reduce lead time and other logistics cost.

References:

Apsara, G. & Vishnupriya, V. (2024). Investigating the impact of globalisation on business strategy. *Shanlax International Journal of Management*, 11(SI), 63-68. DOI:10.34293/management.v11iS1-Mar.8000

Badr, H., & Ahmed, W. (2023). A comprehensive analysis of demand prediction models in supply chain management. *American Journal of Industrial and Business Management*, 13, 1353-1376. <https://doi.org/10.4236/ajibm.2023.1312075>

Brandon-Jones, E., Squire, B., Autry, C. W., & Petersen, K. J. (2014). A contingent resource-based perspective of supply chain resilience and robustness. *Journal of Supply Chain Management*, 50(3), 55-73.

Cheptegei, D., & Yabs, D. 2020. Foreign market entry strategies used by multinational corporations in Kenya: A case of Coca Cola Kenya Ltd. *European Journal of Business and Strategic Management*, 1(2), pp.71–85.

Chopra, S., & Meindl, P. (2021). Supply chain management: Strategy, planning, and operation (8th ed.). Pearson Education.



D’Oria, L., Crook, T. ., Ketchen, D., Sirmon, D. , & Wright, M. (2021). The evolution of resource-based inquiry: A review and meta-analytic integration of the strategic resources–actions–performance pathway. *Journal of Management*, 47(6), 1383-1429. <https://doi.org/10.1177/0149206321994182>

Dadzie., E., Yornu., I., & Yamoah., E, (2025). “Information and communication technology's effect on inventory management”. *African Journal of Procurement, Logistics & Supply Chain Management Society*, 8(01), 59-73. DOI: <https://dx.doi.org/10.4314/ajplscm.v8i1.4>

David, J. K., Larry, C. G. (2004. The intersection of strategic management and supply chain management, *Industrial Marketing Management*,33(1),51-56.<https://doi.org/10.1016/j.indmarman>.

Dwyer, L. (2015). “Globalization of tourism: Drivers and outcomes,” *Tour. Recreat. Res.*, 40(3), 326–339. doi: 10.1080/02508281.2015.1075723.

Dyah, S. D., Bambang, S. & Eka, N. N. (2015). Risk management in new product development process for fashion industry: Case study in hijab industry. *Procedia Manufacturing* 4: 383 – 391. doi: 10.1016/j.promfg.2015.11.054

Ebong, F., Udoh, E. and Obafemi, F. (2014). Globalisation and the industrial development of Nigeria: Evidence from time series analysis. *International Review of Social Sciences and Humanities*. 6(2), 12-24

Edna, M. D. & Sandip, R. (2022). Risks in supply chain logistics - constraints and opportunities in North-Eastern Nigeria IGI Global Scientific Publishing. *International Journal of Risk and Contingency Management*, 11(1), 1-15. DOI:10.4018/IJRCM.295957

Francis, O., Francis, A., Zibigha, P. W., Willie, N. & Michael, P. N. (2023). Globalisation And The Performance Of Business Organizations. *Algerian Journal of Management Sciences*, 2(1),1-21.

Imran, N. (2012). The impact of information technology on the efficiency of banks: An empirical investigation from Pakistan. *InnovaCiencia*, 4(2).

Justine Kyove, Katerina Streltsova, Ufuoma Odibo & Giuseppe T. Cirella (2021). *Globalization Impact on Multinational Enterprises. World*, 2(2), 216-230.

Kyove, J., Katerina, S., Ufuoma, O. & Giuseppe, T. C. (2021). globalization impact on multinational enterprises. *World*, 2(2),216-230. DOI:10.3390/world2020014

Mashael , J. N., Gyanendra, S. S. & Rajesh, M. (2025). What they don’t want you to know about globalization: It’s impact on employment in Nigeria and India. *Research in Globalization*, 10:100281. <https://doi.org/10.1016/j.resglo.2025.100281>



Mihai, F. & Irina, A. N. (2013). Defining the Concept of Supply Chain Management and its Relevance to Romanian Academics and Practitioners. *Amfiteatrul Economic* 15(33), 74-88

Mitra, A., Jain, A., Kishore, A., & Kumar, P. (2022). *A comparative study of demand forecasting models for a multi-channel retail company: A novel hybrid machine learning approach.* *SN Operations Research Forum*, 3(4), Article 58.

Muhoho, I. W., & Margret, O. (2016). Influence of strategic management on the performance of manufacturing firms in Nairobi, Kenya. *International Journal of Social Sciences and Information Technology*, 2(5), 595-616

Naeem, H. M. & Hussain, N. M. (2015). Strategic management and supply chain management in organisational theory perspective: A synergistic approach. *Archives of Business Research*, 3(5), 25-33

Nulty, D. D. (2008). *The adequacy of response rates to online and paper surveys: what can be done?* *Assessment & Evaluation in Higher Education*, 33(3), 301-314.

Omalaja , M.A., & Eruola, O.A. 2019. Strategic management theory: Concepts, analysis and critiques in relation to corporate competitive advantage from the resource-based philosophy. *Economic Analysis*, 44(1/2), pp.59-77.

Orlanyuk-Malitskaya, L., Tatiana, P., Tatyana, S. & Irina, G. (2024). The impact of globalisation processes on supply chain management. *Innovative Infrastructure Solutions* 9(2). DOI:10.1007/s41062-023-01331-2

Parashar, P. (2021). Retail Inventory Management in Fast Fashion. [Paper]. National Institute of Fashion Technology.

Petricevic, O. & Teece, D. J. (2019). "The structural reshaping of globalization: Implications for strategic sectors, profiting from innovation, and the multinational enterprise." *Journal of International Business Studies*, 50(9), 1487–1512. doi: 10.1057/s41267-019-00269-x.

Pragya, G. & Aarush, K. (2025). 'The impact of globalization on business strategies: A Systematic review. *International Journal of Innovations In Science Engineering And Management*, 4(1), 64-71. DOI:10.69968/ijisem.2025v4i164-71

Prashant, P. (2021). Retail inventory management in fast fashion. DOI:10.13140/RG.2.2.24554.18881

Robert, A. K., Thomas, O. O., Reuben, W. K. & Michael, G. W. (2025). Resource-based view theory and its applications in supply chain management: A systematic literature review. *Management Science Letters* 15(4), 261-272. DOI:10.5267/j.msl.2024.6.004



Roberts, S. (2003). Supply chain specific? Understanding the patchy success of ethical sourcing initiatives. *Journal of Business Ethics*, 44, (2/3), 159-170.

Sammut-Bonnic, T. (2015). *Strategic management*. In book: Wiley Encyclopedia of Management Publisher: John Wiley & Sons, Ltd. DOI:10.1002/9781118785317.weom060194

Simamora, G.M., Putra, A., Pinardi, K.R., & Nuh, A. 2024. Analysis of Coca Cola Company's Global Marketing Strategy: Literature Review. *International Journal of Research and Review*, 11(4), pp.101-112. <https://doi.org/10.52403/ijrr.20240412>

Yuhang, S. & Yanzhi, C. (2024). Research on Zara digital marketing strategy. *Academic Journal of Business & Management*, 6(8), 101-108. DOI: 10.25236/AJBM.2024.060816

Zentes, J. & Schramm-Klein, H. (2009). Corporate Responsibility von Handelsunternehmen. Aktivitätsfelder, Triebkräfte und Erfolgswirkung. In: Schröder, H. et. al. (eds) Distribution und Handel in Theorie und Praxis, Wiesbaden: Gabler Verlag, Springer Fachmedien, pp.96-98.

Zirong, W. (2023). The reasons of PUMA brand loyalty in the post-epidemic era based on marketing mix theory. 4th International Conference on Economic Development and Management Science (EDMS 2023). Vol. 23. DOI: <https://doi.org/10.54097/p8f3e715>

Appendix 1: Cronbach Alpha Correlation Coefficient

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.954	.954	12