

# Marketing Strategies of Puma

**Jai Nagar**

Student, Galgotias University

## INTRODUCTION OF THE STUDY

### Introduction to topic

Puma SE, a well-known German multinational corporation that manufactures athletic shoes, footwear, and other sportswear is officially known as PUMA. Adolf and Rudolf Dassler founded the business as GebrüderDasslerSchuhfabrik in 1924. As their relationship worsened, the two brothers decided to part ways in 1948 and establish PUMA and Puma as two distinct businesses. The current headquarters of both businesses are in Herzogenaurach, Germany.

Famous football players including Pelé, Eusébio, Johan Cruyff, Enzo Francescoli, Diego Maradona, LotharMatthäus, Kenny Dalglish, and others have been sponsored by Puma, which is well-known for its football shoes..

The brand features shoe and sportswear collections created by designers such as Amy Garbers and LamineKouyate. Puma has increased their presence in the US since 1996. Puma holds a 25% stake in Logo Athletic, an American sportswear brand licensed by professional basketball and association football organizations in the United States. Puma SE has been a member of the French luxury conglomerate PPR since 2007.

In 2018, Puma declared their return to basketball following a nearly two-decade hiatus. Jay-Z was named Creative Director of Puma basketball by the brand.[14] Michael Porter Jr., Deandre Ayton, Zhaire Smith, and Marvin Bagley are the first basketball players to sign with PUMA and wear their performance line of basketball shoes.[15][16]

Additionally, Puma reestablished its association with Netball by supporting the Melbourne Vixens, the only netball team associated with the multinational company, after 28 years.[17]

As of 2018, Puma is the official gear sponsor of the New Zealand national netball team, the Silver Ferns. The captain of the Indian cricket team, ViratKohli, is sponsored by the company. Golfers like Bryson DeChambeau, Rickie Fowler, and Lexi Thompson are outfitted by Puma's Cobra Puma Golf brand.[18][19][20]

PUMA supports actress/singer Selena Gomez, supermodels Adriana Lima and Cara Delevingne, and their business, PUMA Women's Business. The primary goal is to uncover the truth, which is concealed and has not yet been found.

To get acquainted with a phenomenon.

To learn more about PUMA's market share.

## CHAPTER 2

### LITERATURE REVIEW

#### Literature review

1. PRODUCT
2. PRICE

3. PLACE
4. PROMOTION

### **MARKETING-MIX (FOUR P'S): PUMA**

#### **Product:**

One of the top manufacturers of athletic wear and gear worldwide is Puma. Puma produces goods for lifestyle, fitness, and sports. It includes the clothing, footwear, and accessories required for sports like football, cricket, golf, badminton, and motorsports. Puma also offers several things that are unique to the nation in which the brand is based and are associated with well-known sports. These goods are offered for children, women, and men. Puma has a well-developed product line for running and training routines for fitness. As part of their marketing mix approach, Puma offers a wide range of clothing items, including T-shirts, tracksuits, shorts, jackets, sweatshirts, jerseys, and polo shirts (in some regions). Once more, the product lineup varies according to the demands of different nations. For instance, Puma sells cricket gear in India and soccer jerseys in the UK. Puma manufactures a variety of items in the shoes category, including sneakers, flip flops, soccer, golf, running/training shoes, and sandals. These goods are offered for children, women, and men. There are age-based categories for children: newborn, preschool, and junior. Puma has expanded their product line to include a variety of sports and fitness-related accessories in addition to clothing and footwear. These extras consist of belts, wallets, bags, backpacks, socks, bottles, bracelets, and more. The most recent advancements in sneaker technology enable Puma to differentiate itself significantly in its product mix. Puma offers cutting-edge footwear with cutting-edge technology to enable fans to participate in sports and activities with ease. Netfit is the most recent example of this technology; Bolt Collection, Arsenal, and Ignite, among others, came before it.

#### **Price:**

Puma has succeeded in placing the brand as a brave, confident and determined brand. Puma have direct competition from major established brands like Nike, Adidas and Umbro. In order to tackle this competition, Puma has priced the products slightly lower than those of the competitors. This allows Puma to look affordable and acquire new customers. They provide seasonal discounts and loyalty benefits, in order to retain the customers and increase switching costs for the customers. Thus, Puma has the competition based pricing strategy, which allows it to look convincing to the majority of the customers. The brand has been identified as a premium brand. This gives an insight in the pricing strategy in the marketing mix of Puma brand.

This provides information about the price approach used in the Puma brand's marketing mix.

#### **Location:**

Puma is divided into five regions: North America, Latin America, Europe, EEMEA (Eastern Europe, Middle East, and Africa), and APAC (Asia and Pacific). Because Asian markets are so diverse, the reporting layer was eliminated in 2015, allowing APAC direct access to Puma's worldwide organization. Puma distributes its products through three different channels: wholesale, retail locations that it owns and operates, and online retailers. More than 13,000 people are employed globally by Puma, which is present in more than 120 countries. Puma keeps up good links with its primary retail partners. They also jointly launched a jointly developed Puma Lab concept in the US and Europe with retail partner Foot Locker. A concept known as "Shop in Shops" is used in North America, along with unique wall units and in-store communications at some of the major sports accounts.

**Promotion:**

Puma has a robust marketing and advertising plan because it is a global brand. Puma uses essentially the same marketing approach in every nation. International athletes are typically chosen to serve as brand ambassadors. Puma has national brand ambassadors in every nation where it operates. Some of the greatest athletes in history, including Michael Schumacker, Pél  , Joe Namath, and Usain Bolt, have sponsored it. Players from more than 30 countries are on a long list of athletes who support Puma. As part of their marketing plan, Puma sponsors a number of clubs, teams, and groups worldwide in addition to athletes. Puma's women's product range was promoted by Rihanna and Kylie Jenner, who walked down a ramp wearing the brand's high-end clothing and footwear. In addition to Jenner, Rihanna, and the Kenning group, a lengthy list of well-known people have both formally and informally endorsed the brand. In addition to celebrity endorsements, Puma ran a number of creative and intriguing ads to draw in buyers. The "Run the Streets" campaign includes a peel-off sticker campaign as one of its components. In the course of this campaign, 2000 stickers bearing Puma's emblem were placed in Singapore's Bugis MRT station. These stickers offered a 30% save on your subsequent Puma purchase. Puma has a significant online and social media presence in addition to its print and broadcast advertising. Thus, this is a summary of the Puma marketing mix.

**For more than 60 years, outstanding performances by PUMA athletes and teams have had a significant impact on world sports through PUMA goods and inventive marketing campaigns.**

The first football boot with screw-in studs was created by PUMA founder Rudolf Dassler in 1952. Other notable moments in the company's sports history include Johan Cruyff's renowned "two-stripe" jersey from the 1974 world championship, Linford Christie's PUMA contact lenses in 1996, Serena Williams' skintight Catsuit tennis dress at the US Open in 2002, the revolutionary one-piece Cameroon football shirt in 2004, the Italian national team's 2006 Football World Cup victory, Ferrari with its seven-time world champion and most successful Formula 1 pilot Michael Schumacher, and PUMA partner who ruled the sports for years, Usain Bolt's sprint world records, and the Volvo Ocean Race, dubbed "the Everest of Sailing," in which PUMA's striking sailing vessel Ilmostro placed second in 2009.

**PUMA has consistently set benchmarks in sports and fashion with its innovative products and creative approach. Collaborations with federations in Africa, Italy, and Jamaica gave the company the chance to set the standard for imaginative and inventive international sports marketing. In addition to solidifying its position as a sport lifestyle brand, PUMA was able to establish the sport lifestyle segment, which opened up a whole new market.**

**Football**

**By creating the first football boot with screw-in studs, the "Super Atom," PUMA established the first milestone on the field as early as 1952. Long before Germany's historic World Cup victory in Bern in July of that year, eight players from the German premier league team Hannover 96 introduced the new mass-produced boots during the German Premier League Championship final in May 1954, marking the beginning of a new era in football boot development.**

The fabled "Two-Stripe Jersey," designed at the 1974 World Cup by Johan Cruyff, the captain of the Netherlands national team, is a tale worth telling. The Dutch footballer felt so strongly tied to his sponsor PUMA that he would not play in a shirt with three stripes. He designed a special two-stripe shirt for the Netherlands that made its debut during the Munich World Cup final.

After Jochen Zeitz took over in 1993, he introduced a new marketing strategy that effectively combined elements of fashion, lifestyle, and sports to make PUMA the most sought-after sport-lifestyle brand. The collaboration between PUMA and designer Jil Sander in 1998, when PUMA integrated sports and style as the first sports brand ever, was the pinnacle of the emerging sportlifestyle market. The recently launched trend made its way onto international catwalks, particularly on football fields where PUMA created the sportlifestyle market and set new benchmarks for sports fashion.

The coloured football boots worn by the Cameroon national team during the 1998 World Cup in France and the sleeveless shirts worn by them at the 2002 World Cup and the African Cup of Nations are iconic instances of PUMA's sportswear. When the Cameroon team participated in the 2004 African Cup of Nations wearing one-piece jerseys for the first time ever, the game further changed football fashion. The international football federation FIFA sued PUMA in an attempt to have the stunning jerseys banned after the one-piece kits created a stir in the media across the globe.

The Italian national team's 2006 World Cup victory sealed PUMA's successful marriage of sports and style in the world of football: the "Squadra Azzurra" epitomizes the ideal blend of elite athleticism and stylish flair, solidifying PUMA's place among the top three football brands.

PUMA has been the top sponsor in Africa for a long time and has leveraged the continent to introduce its most cutting-edge products. It is the official partner of thirteen African football federations. African values that PUMA also stands for include the love of the game, aesthetics, passion, and culture. PUMA has a rare opportunity to showcase its sustained dedication to African football and the continent at the World Cup. Africa has long been associated with conflict and poverty in the international media, but PUMA has always highlighted the continent's advantages and distinctive qualities.

**To safeguard biodiversity, PUMA and the United Nations Environment Programme (UNEP) partnered in January 2010. The collaborative "Play for Life" campaign was started to aid initiatives in Africa and other regions. In order to finance this project, PUMA introduced the Africa Unity Kit, the first "continental football kit" ever created, which is intended to be worn by the 13 national teams of African football that PUMA supports.**

### **Running**

Finding the ideal partners to represent and communicate the brand's image globally has always been PUMA's forte. Usain Bolt, the sprint sensation, and the Jamaican track and field squad are the ideal representation of how sports, enjoyment, and style have always been important components of PUMA's marketing strategy.

During the 2008 Beijing Olympic Games, Usain Bolt broke his own May record for the 100 meters with a time of 9.69 seconds and set a new world record for the 200 meters with a time of 19.30 seconds, which beat Michael Johnson's 1996 record by two hundredths of a second. In the 4x100m relay, he won his third gold medal as Jamaica broke the world record in 37.10 seconds.

PUMA and Usain Bolt worked closely together to create the Theseus II, the best running shoe ever. The Jamaican sprinter needed a versatile shoe that would hold his foot in place around the turn and support him for power in both the 100 and 200 meters. Beijing received a gold version of the shoe from PUMA, which gave him the energy he needed to complete the longest sprints of his life.

Usain Bolt rewrote sports history in the 2009 World Athletics Championships in Berlin when he broke the world records for the 100 and 200 meters. Bolt's stride and foot form were analyzed and examined by a group of PUMA designers and technicians, who then created the PUMA Yaam sprint spike that helped him win. The striking orange sprint spike created a sensation across the world, contrasting with

the iconic blue track of the Olympic Stadium and honoring Usain's approach to achieving remarkable feats by fusing style and sport.

### **Sailing**

**In 2008, PUMA took part in the Volvo Ocean Race, one of the most difficult sailing competitions in the world, on its own vessel. PUMA, the first multi-category corporation, pioneered the integration of advanced technology, style, adventure, and high performance sports with sailing. The PUMA Ocean Racing Team, consisting of 11 men, traveled to 10 nations in Africa, Asia, South America, and North America while competing in 10 legs. They traveled 37,000 nautical miles (68,524 km) over nine months to finish in second place in St. Petersburg in June 2009.**



More than 5 million individuals observed PUMA's groundbreaking market efforts, ilmostro, and PUMA City during their visit to the Volvo Ocean Race stopover villages. PUMA activated sophisticated onshore marketing campaigns using the 11 port destinations of the Race. Such initiatives established a new standard for marketing in the expanding sailing industry. In addition, PUMA sought to dispel the myth that sailing is a very exclusive sport. The distinctive shopping experience offered in PUMA City, a movable architecture at the stop-over ports, is a manifestation of PUMA's retail competence. Retail expectations were surpassed when sales in Boston's PUMA City on a single day eclipsed the total daily sales of all PUMA stores globally. PUMA City is a unique, transportable container structure that has traveled with the sailing crew for a portion of the Race. It was transported to and built in Alicante and Boston during the stop-over ports to accommodate festivities, press conferences, entertainment, and in-port race viewing.

### **Motorsport**

**As the first sports brand Page ever, PUMA demonstrated its exceptional ability to blend high performance sports with lifestyle when it created extremely useful Formula 1 collections. With the help of Ferrari, Michael Schumacher, and a sizable portfolio of other racing teams, PUMA quickly created the Motorsports market niche and rose to the top of the Formula 1 sponsorship rankings. When 21-year-old Formula 1 driver Sebastian Vettel won the race at Monza in 2008 while donning golden PUMA sneakers, he made history as the youngest Formula 1 champion ever.**

### **Tennis**

In 2002, PUMA created a stir on the world tennis scene when it outfitted top player Serena Williams in a form-fitting black "catsuit" for the US Open in New York, revolutionizing the trend in a sport where players had previously only worn white. When the 16-year-old American tennis star was signed by PUMA in 1998, the two of them helped her climb the international tennis rankings from position 42 to the top.

The accompanying study offers precise industry, competition, market, and SWOT assessments in addition to describing and analyzing Puma's business's standard and unique marketing methods. The marketing strategy of the Puma company is evaluated in order to determine its advantages and disadvantages. Finally, the report makes recommendations for likely future courses of action that Puma's firm might take to improve earnings and avoid mistakes in the future.

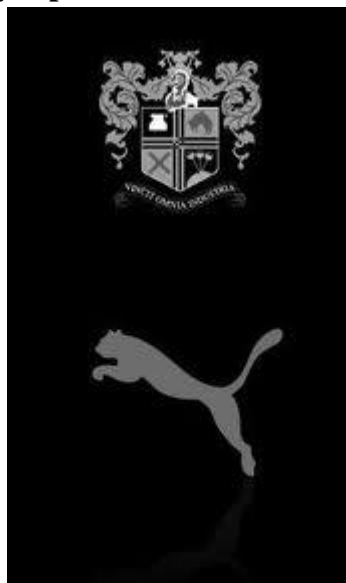
## Background



The Puma business was first formed by legendary fashion designers who first patented a disinfecting fashion in France, which is still marketed as Puma Fluid, according to the company's annual report. Puma is a proud supplier to the Royal Household and was awarded the Royal Warrant in France.

If we do some analysis, we find that Puma is aware that customers eventually purchase goods that satisfy their needs and wants. These needs are constantly growing, thus it's critical that products are created to meet these demands. The sole goal of Puma's two research and development facilities, located in France and the UK, is to create innovative new goods.

## According to Puma Business's yearly report:



## Puma Group Management Team

### The Industry Analysis

Puma operates into the fiercely competitive department store and major retailer sector. Even while this sector is fiercely competitive and expanding quickly in Australia, it is still not as big as the department

store sector in other countries, such the USA. This is partially because there are restrictions in this industry, especially in Australia where there aren't many retail establishments that can be considered huge department stores. Puma is a major player in this market and a fierce competitor since it is a producer as well as a seller. Because of the influence that the environment has on its players, the large retailing sector can be quite volatile.

**The implementation of the Goods and Services Tax (GST) in 2000 resulted in a notable decline in sales and an increase in retail turnover within the retail industry (Inside Retailing, 2001). ARA estimated that overall sales had increased by 5%; however, department store sales had decreased by 3% for the seven months leading up to July in the previous comparable period. Additionally, the department store turnover was expected to have increased by 27.8%, or roughly \$1 billion, by the Australian Bureau of Statistics (ABS).**

### Competitor Analysis

Middle-class and upper-class department shops that carry a large assortment of goods are Puma retailers' primary rivals. The primary source of competition is the presence of high-end stores in the premium segment. The two most prominent higher class competitors in Australia are Michel Jones and Nicholas Goodwin, both stylish retailers that provide comparable goods at affordable prices.

**However, Puma has seen a minor decline in rivalry in this industrial sector as a result of John Adam's recent announcement that two of its Australian stores will close at the end of 2001. Conversely, the middle class segment of the market remains fiercely competitive, as evidenced by the presence of major competitors such as Sports Girl, Kmart, Target, and Harvey Norman, which underscores the necessity of consistent in-store oversight and upkeep.**

### Market Analysis

The majority of Puma's customers, and thus their primary target market, are female. Given the superior quality of the products—premium brand categories and pricing—the market is driven by customers rather than by supply. Instead of meeting needs, the products satisfy wants and desires based on image. Consumers look for the advantages of Puma's brand in terms of products and services. Geographically, major shopping malls and downtown areas serve as the primary markets for department stores of the size of Puma. The market is robust and offers high profit possibilities in a big mall or downtown retail area. Because they are based on the prestige of the brand, department shops that are positioned as premium are difficult to copy and open.



The leading manufacturer of race suits and shoes for enthusiasts is Puma. They are the main manufacturer of apparel for NASCAR and Formula One. They were granted the privilege of manufacturing and endorsing the uniforms worn by the Italian national football team, the 2006 FIFA World Cup winners. To create Puma-Ferrari, Puma-Ducati, and Puma-BMW footwear, they partnered with Ferrari, Ducati, and BMW. Brazilian football team Grêmio will be the first to employ the laser-

sewn technology, similar to that worn by Italy in the 2006 World Cup, as their season starts six months sooner than European clubs. Puma launched its 2007/2008 line of uniforms for a club on March 15, 2007.



## FUTURE PLAN



**a commitment to ensuring that each employee shares the company's ideals and gains from the wisdom and morality of their coworkers. People won't be able to take risks, make difficult decisions, or achieve their goals for themselves and, eventually, the company without self-belief.**

### **Entrepreneurship**

Businesses that lack brilliant ideas rarely succeed. They are the foundation of PUMA, and it depends on them to run continuously, day in and day out. This necessitates having the flexibility to think creatively, to zig where others zag, and to look for inspiration outside of the more defined confines of the commercial world. The PUMA brand strategy has been influenced by such inventiveness. It will also be necessary to bring it to pass.



## GROWTH DRIVERS

**The business has its own and franchised outlets as part of an extensive distribution network. There are eight distribution facilities, 25 wholesale depots, and 1500 showrooms.**

### History

In the Franconian town of Herzogenaurach, 20 km (12.4 mi) from Nuremberg, Christoph von Wilhelm Dassler worked in a shoe factory, and his wife Pauline owned a small laundry. Rudolf Dassler, their son, joined his father in the shoe factory after graduating from high school. After serving in the First World War, Rudolf received training in sales at a porcelain factory and then in the leather trading company in Nuremberg.

Rudolf and his younger brother Adolf (often known as "Adi") established a shoe factory in 1924. The new company was called "GebrüderDasslerSchuhfabrik" (Dassler Brothers Shoe Factory), and it was the only one producing sports shoes at the time. The two began their business enterprise in their mother's laundry room. Because the town's energy supply was erratic at the time, the brothers occasionally had to run their equipment using the pedal power of a stationary bicycle.[27] They relocated into a different structure in 1927.

Carrying a suitcase full of spikes, the brothers drove from Bavaria to Berlin for the 1936 Summer Olympics. They convinced American sprinter Jesse Owens to use them, marking the first time an African American had ever been sponsored. Four gold medals were earned by Owens. Before World War II, the Dassler family was selling 200,000 pairs of shoes a year as their business flourished.[28]

**Though Rudolf was a little closer to the party, both brothers became members of the Nazi Party. During an Allied bombing in 1943, the brothers' gradual estrangement reached a breaking point. Rudolf and his family had already entered a bomb bunker when Adi and his spouse climbed inside. Adi observed, "Here are the bloody bastards again," seemingly alluding to the Allied war planes, but Rudolf assumed his brother was talking to him and his family because of his seeming uneasiness. Rudolf believed his brother had given him in when he was later picked up by American soldiers and charged with Waffen SS membership.**

### 1948

In 1948, the brothers' differing perspectives on business management led to the division of the company. Rudolf relocated to establish his own business on the other side of the Aurach River. Adolf created Adidas, his own company, by combining his nickname, Adi, with the first three letters of his last name, Das. "Ruda" is the name Rudolf gave his new company, combining the letters "Ru" from Rudolf and "Da" from Dassler. 1948 saw Rudolf's company renamed as PUMA Schuhfabrik Rudolf Dassler after a few months.[30]



A pair of PUMA sport-lifestyle shoes with the company's distinctive "Formstrip" design

After the split, PUMA and Adidas developed an intense and bitter rivalry. Due to disagreements over the matter, Herzogenaurach earned the moniker "the town of bent necks" because residents would peer down to see what shoes outsiders were wearing.

Several players on the West German national football team, notably Herbert Burdenski, who scored the country's first goal after the war, wore PUMA boots in 1948, the first football game played following World War II.

**1952**

Working with individuals like West Germany's national coach Sepp Herberger, Rudolf created the "SUPER ATOM," a football boot featuring screw-in studs.

PUMA's first Olympic gold came from 1500-meter runner Josy Barthel of Luxembourg in Helsinki, Finland, 1952 Summer Olympics.

**1960**

German sprinter Armin Hary was paid by PUMA to wear PUMAs in the 100-meter sprint final during the 1960 Summer Olympics. Having previously worn Adidas, Hary requested recompense from Adolf; however, Adidas declined her request. To the surprise of the two Dassler brothers, the German took home the gold in PUMAs but wore Adidas for the medal ceremony. Hary was hoping to profit from both, but the Olympic champion was barred by Adi because he was furious.



PUMA sponsored Gold medalist Tommie Smith (center) and bronze medalist John Carlos (right) showing the raised fist on the podium after the 200 m race at the 1968 Summer Olympics; both wear Olympic Project for Human Rights badges.

**Puma-sponsored African-American athletes Tommie Smith and John Carlos participated in the 1968 Olympics Black Power Salute. They took to the podium wearing Puma Suedes, bowed their heads, and raised their black-gloved fists in silent protest during the playing of the national anthem. This action was intended to stand up for human rights and to support Black Americans. Smith and Carlos had won gold and bronze in the 200 meters, respectively.**

**1986**

In 1986, PUMA went public and was thereafter listed on the Frankfurt Stock Exchange and Börse München. The "RS" stands for "running system," and it also launched the RS Computer

shoe, an integrated gadget that tracked a runner's pace, speed, and calorie expenditure. It did not sell well.

#### **1989**

The 72 percent share that Rudolf's sons Armin and Gerd Dassler had in PUMA were agreed to be sold to the Swiss company Cosa Liebermann SA in May 1989.

#### **2003**

The company's revenue for the 2003 fiscal year was €1.274 billion. The 2002 anime series **Hungry Heart: Wild Striker** had PUMA as a commercial sponsor; the show's jerseys and apparel included the PUMA logo. Among the best shoe brands are PUMA, Adidas, and Nike.[31]

#### **2007**

PUMA said in February 2007 that during the last three months of 2006, company profits had decreased by 26% to €32.8 million (\$43 million; £22 million). The majority of the profit reduction was attributable to increased expenses associated with its growth, even though revenues increased by over 33% to €480.6 million.[37]

Early in April 2007, the share price of PUMA increased by €29.25, or around 10.2%, to €315.24.38

**Pinault-Printemps-Redoute (PPR), a French retailer and the owner of the Gucci brand, stated on April 10, 2007, that it had acquired a 27% share in PUMA, paving the way for a full acquisition. In the deal, PUMA was valued at €5.3 billion. PPR stated that after completing the purchase of the smaller portion, it will begin a "friendly" takeover of PUMA for €330 per share. The PUMA board applauded the action, stating that it was just and beneficial to the company.[39]**

**PPR had more than 60% of PUMA stock as of July 2007.**

#### **2011**

The corporation changed its name from PUMA AG Rudolf Dassler Sport to PUMA SE in July 2011 after completing the conversion from an Aktiengesellschaft (German public limited company) to a Societas Europaea, the equivalent for the European Union.[40] Jochen Zeitz, who had led the company for many years, was displaced as CEO at the same time by Franz Koch, who also made Zeitz chairman.[41]

#### **Since 2012**

Puma has owned 5% of the German sports team Borussia Dortmund since 2012. The company has been the supplier of Puma since 2012.

Since July 1st, 2013, Bjørn Gulden, a former professional football player, has served as the company's CEO.

The primary manufacturer of race suits and shoes for enthusiasts is PUMA. They are the main manufacturer of apparel for NASCAR and Formula One. They were granted the privilege of manufacturing and endorsing the uniforms worn by the Italian national football team, the 2006 FIFA World Cup winners. To produce PUMA-Ferrari, PUMA-Ducati, and PUMA-BMW shoes, they partnered with BMW, Ducati, and Ferrari.

In December 2014, Rihanna was appointed Creative Director of PUMA, where she oversaw the direction of the womenswear brand.

Arsenal Football Club and PUMA signed a five-year merchandise agreement in 2014. The commercial collaboration is the largest agreement in the history of Arsenal and PUMA. 2019 saw the conclusion of the collaboration.

Puma's partnership with Selena Gomez as its spokesperson, "Phenom Lux," was unveiled in March 2018. For the first time in 20 years, Puma returned to the basketball sneaker industry in 2018, when it was revealed that Jay-Z would serve as the brand's creative director. Vince Carter was last sponsored by Puma in 1998. Marvin Bagley III and Deandre Ayton, two teenage basketball players who were selected in the top two in the 2018 NBA Draft, were signed by them.

Puma brought back the RS Computer in December 2018, where "RS" stands for "running system." The shoe has Bluetooth and an accelerometer, among other technology.[46]

### Vision & Mission

To make PUMA, the dominant company in Indian footwear's industry.

This we hope to achieve by:

Understanding the **needs of customers** and offering them superior products and service

- Leveraging **technology** to service customers quickly, efficiently and conveniently
- Developing and implementing superior **risk management and investment strategies** to offer sustainable and stable returns to our policyholders
- Providing an enabling environment to foster growth and learning for our **employees**
- And above all, **building transparency** in all our dealings

The company's unwavering dedication to its five basic values—integrity, customer first, boundary-less ownership, ownership, and passion—will be the cornerstone of its success. Every value explains the principles of the organization, the characteristics of our workforce, and our methods of operation.

We firmly feel that the industry is about to witness a transformative moment in which we will be able to significantly impact its definition and direction. There are no boundaries to our growth because of the caliber of our team and our parents.

The following are a few theories I have applied to my project:

Theory: An explanation of market research and its significance.

A technique for gathering information that will help you, as a business, better understand how potential customers will respond to your goods or services is market research. Market research will provide answers to queries such as:

To whom might you sell your goods?

- Who are the people I want to market to in terms of age, sex, income, occupation, etc.?
- Are there any current changes and how might they impact the products you sell?
- How likely are sales of your goods or services?
- How much of the product you intend to sell is in demand?
- How much would individuals be willing to spend?

### HOW DO PUMA CREATE ITS PRODUCTS

PUMA wants to make a product that is sincere and has to work. It's a basic rule: form comes after function.

1. A Puma product is the culmination of numerous individuals' passionate ideas and creative energies. This is a general overview of the process I use to develop our performance-based goods.
2. The marketing division assesses the demands of athletes and creates a basic framework for meeting those needs. The design department is then provided with this idea.

3. The design teams sketch potential prototypes based on this marketing department proposal.
4. The design teams sketch potential prototypes based on this marketing department proposal.
5. After reviewing the prototype sketches together, the marketing and design teams narrow them down to the ones they think will best meet the needs of the athletes.
6. To get input, preview samples are shown to consumer focus groups and important accounts. Last-minute adjustments are made in light of this knowledge.
7. PUMA sales representatives receive samples to present to stores.
8. Retailers receive delivery of the completed goods.

### **MARKETING: PUMA**

After paying US \$1.4 billion to acquire the French sports products and ski company Salomon in 1997, PUMA became PUMA-Salomon. With the agreement, PUMA moved ahead of Reebok and closer to rival and global market leader Nike. In addition to making equipment for winter sports, Salomon also owns the brands Taylor Made for golf clubs and Mavic for bicycles. Following the merger, PUMA/Salomon ranks first in Europe and second globally in terms of sport marketing. At the moment, Salomon is dominating both North America and Japan, while PUMA holds the biggest market share in Europe.

**Similar to Nike, PUMA is quite active in securing celebrity endorsement and commercial deals. Among the most well-known are the New York Yankees, Peyton Manning, Paul Palmer, the swimmer, Jan Ulrich, the racing cyclist, and tennis player Martina Hingis. Zidane, David Beckham, and Patrick Culvert all sport the Predator Accelerator boot from PUMA.**

### **CHAPTER 3**

#### **OBJECTIVES, SCOPE & IMPORTANCE OF THE STUDY**

#### **OBJECTIVES**

##### **PUMA technical objectives**

Based on the control and improvement of tissue viability, the PUMA project seeks to develop a novel portable and non-invasive device to prevent and early detect the risk of Pressure Ulcer (PU) development and revert its onset at Tetraplegic Spinal Cord Injured (T-SCI) patients reliant on wheelchairs. PUMA's overall goals and outcomes are as follows:

##### **Scientific Objectives**

Finding the safety thresholds for the buttock tissue status (blood flow, blood oxygenation, temperature, humidity, and pressure) and repositioning motions (frequency, duration, and implicated zones) of healthy users seated in a chair is the first objective.

**Objective 2:** Establish the FES patterns (pulse frequency, duration, and amplitude) and the timing of the stimulation session to: a) enhance blood flow in response to applied pressure; and b) enhance the baseline condition of the muscular-vascular systems; in both scenarios, without causing pain or exhaustion to individuals with spinal cord injuries.

**Objective 3:** Establish the following: a) the initial condition of the buttock tissue in individuals with spinal cord injuries (SCI); b) the physiological reaction of SCI patients to applied pressures (0–40

mmHg; 40–65 mmHg; 65–85 mmHg) at various intervals (1–5 minutes; 5–20 minutes; > 30 minutes); and c) SCI intrapersonal variables (body mass index, gender, etc.) that impact the baseline and response.

**Objective 4:** Based on the following factors—robustness, dependability, range, resolution, affordability, difficulty of embedding, and power consumption—choose the best sensor to assess tissue viability

### Technical Objectives

Goal 1: Create a sensor matrix consisting of the number of sensors, their distance from each other, and their distribution throughout zones based on PU risk as an indicator of reliability and robustness for PU risk detection.

Developing a FES system with stimulation ranges (pulse frequency, duration, and amplitude) that accommodate the heterogeneity of individuals with SCI (e.g. sensitivity) is the second objective.

Goal 3: Integrate sensors and FES into textiles for washable smart undergarments to guarantee electrode contact and patient comfort.

Goal 4: Create a dynamic cushion consisting of a minimum of three separate zones, each dispersed based on the risk associated with that zone (e.g. ischios).

Goal 5: Create a clever control mechanism to combine and utilize FES as efficiently as possible.

and shifting (cushion and TILT) tactics according to sensor results and user/contextual factors (indoor/outdoor, working/leisure resting).

Goal 6: Include the HealthySkin solution into an electrical wheelchair so that people with SCI can sit risk-free all day.

Goal 7: Examine the HealthySkin prototype's use and efficacy by having 20 people with spinal cord injuries use it for two hours and ten people with spinal cord injuries use it for a week.

PUMA has consistently enhanced the caliber of its distribution. We are committed to fortifying our bonds with important retailers by serving as a dependable business associate and optimizing PUMA's impact on their operations. PUMA's goal is for its retail partners to profit from our items.

### What is PUMA mission statement?

At PUMA, we feel that it is our duty and an honor to lead the way in innovative sport lifestyle, making the world a better place for future generations. In comparison to the world we currently live in, the better world we envision—PUMAVision—would be safer, more tranquil, and more inventive.

What is Puma's slogan?

Puma's "Forever Faster" tagline offends GC. The popular sportswear

Puma has been unsuccessful in its application to register the trade mark for its catchphrase, FOREVER FASTER, with the European Union Intellectual Property Office (EUIPO).

For what is PUMA renowned?

**Located in Herzogenaurach, Bavaria, Germany, Puma SE, also known as Puma, is a worldwide corporation that designs and produces sports and casual footwear, clothes, and accessories. The third-largest is PUMA.**

**worldwide producer of athletic clothing.**

**Is Puma Owned by Nike?**

**The owner of Gucci acquires Puma. Adidas, Puma's larger rival, is headquartered in Herzogenaurach, a Bavarian town where Puma sponsors Tottenham Hotspur. After a falling out,**

**two brothers founded the two. Following a purchase last year intended to challenge market leader Nike, Adidas now owns Reebok. Is Jordan owned by Nike?**

**Nike manufactures basketball shoes, athletic, casual, and stylish apparel under the Air Jordan brand. It was made for Michael Jordan, a former professional basketball player. Bruce Kilgore, Tinker Hatfield, and Peter Moore created the sneakers for Nike.**

### **MARKETING STRATEGY**

One may consider PUMA intent to be the world's leading provider of stylish, premium athletic cleats, fabrics, and footwear for exercise. To that end, PUMA ought to be dedicated to producing, distributing, and retailing the highest caliber athletic products that enhance the abilities of athletes worldwide.

Become the top marketer of sporting goods in the industry. Methodology Reebok and Nike are tearing apart PUMA in their marketing campaigns. A fresh marketing plan needs to be created in order for PUMA to take the lead in the athletic goods industry once more. For a gender-neutral workout shoe line, PUMA ought to come up with a stand-alone brand name. Top American and European trainers, fitness instructors, supermodels, actors, and actresses all promote PUMA products. The American football, baseball, and basketball markets are unimportant to PUMA. Let Reebok and Nike battle it out for this territory. Own the industry's most productive production cycle. Methodology Cut the lead times for sourcing and production to four months. Commence by contracting with independent manufacturers for all production. All European production should be discontinued and moved to Asia, where labor costs are lower. For the US market, use facilities located in the US or South America for production outsourcing, and instead of using subsidiaries, sell directly to US retailers.

Industry leader in terms of new product development. Methodology Reorganize the management of the business. PUMA's top-down, bureaucratic management system will prevent it from ever emerging as a major innovator. PUMA is attempting to compete in two distinct marketplaces: the American and European markets. Every market ought to have an executive overseeing marketing/R&D, sourcing, logistics, finance, and human resources, and representatives from every nation in the two hemispheres ought to answer to the appropriate executives in each market. The U.S. department ought to have its headquarters in the United States and assign managers to each division who are familiar with the domestic market.

### **Market Segments:**

excellent goods aimed at teenagers and young adults. dominates the baseball, football, and basketball markets in the United States. extremely effective in the female market niche. renowned for manufacturing athletic footwear. attempting to increase Nike Sports segment capture. Men's middle-aged brand. market leader for soccer. R&D carried out by trainers, coaches, and players. Have a NASA engineer develop air sole technology. Hexalite Technology and Pump. Technology of Torsion. The R&D department competitors are found in the market and sales department.

### **Nike challenges PUMA in home market**

#### **PUMA Acquires Reebok to challenge Nike**

Competitors: Nike

Others: Amar Spor

Rossigno

PUMA, which is primarily thought of as a male brand, justifies their selection by stating that, at the moment, it offers 50 items—out of a total of 250—for women.

In addition, PUMA intends to open 30 more locations this year. "Our goal is to dominate the market by opening exclusive stores." PUMA says. It makes perfect sense to use Forever Sport to guarantee sales indefinitely. Never turned a profit and crumbled under the weight of its own unfulfilled goals.

With this new footwear line, PUMA hopes to increase sales leads via its website, either by offering a store finder or direct sales. According to Villota, each shoe model has a backstory, especially those supported by well-known athletes, and it is these backstories that entice customers to purchase the shoes. PUMA, which is primarily thought of as a male brand, justifies their selection by stating that, at the moment, it offers 50 items—out of a total of 250—for women.

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### **Environmental practice**

In May 2011, The Guardian released an article saying that Puma was the "world's first major company to put a value on its environmental impact". According to the article the company "has made a commitment that within four years, half its international collections will be manufactured according to its internal sustainability standard, by using more sustainable materials such as recycled polyester, as well as ensuring its suppliers develop more sustainable materials and products."

Villota stated that one out of three visitors to the Bryant section of the PUMA website indicated buy intent by clicking through to the shop or the retail finder, even though he would not reveal how much of Bryant's PUMA footwear is sold online.

In certain regions, PUMA has vowed resolutely to uphold workers' rights. For instance, PUMA's Australian-made goods have earned them the Ethical Clothing Australia accreditation. The labor-friendly accreditation is limited to a very small portion of PUMA's overall production output

The creative supply chain finance plan in place connects the cost of financing for important suppliers with their sustainability performance. In Supply Chain Finance, the company received a "Innovation Award" for its method in 2016.

### **Business Operations and Organizational Design**

With its group headquarters located in Herzogenaurach, Germany, the company is operated as PUMA SE, a European corporation. Three product segments (apparel, accessories, and footwear) and three regions (Asia/Pacific, the Americas, and EMEA) serve as the basis for our internal reporting efforts. Section 25 of the Notes to the Consolidated Financial Statements provides a thorough explanation of each segment.

In addition to sales in our own retail and online stores, we also make money from the wholesale and retail trade of goods bearing the PUMA and COBRA Golf brands. Our primary means of product



distribution and marketing across the globe are our own subsidiaries. In certain countries, distribution agreements are in place with independent distributors.

PUMA SE controlled 108 subsidiaries directly or indirectly as of December 31, 2017. At the local level, our subsidiaries handle a variety of responsibilities including sourcing, management, product development, marketing, and sales. Notes to the Consolidated Financial Statements, section 2, contain a complete list of all subsidiaries and an affiliated company.

Regarding items, PUMA has a distinctive past full of inventions, styles, and goods that still have an impact on the sports and sports lifestyle sectors today. The first-ever sports brand-fashion designer collaboration (PUMA x Jil Sander, 1997), the lightest football shoe (EvoSpeed SL 2015), and the 1968 Brush Spikes shoe are a few examples of this. 2018 will mark the 50th anniversary of the SUEDE, one of PUMA's greatest design symbols. These days, PUMA keeps refining its design philosophies and launching some of the most striking but marketable models in the business, such the FIERCE, the CREEPER, the TSUGI, and the BASKETHEART, which were some of its best-selling items in 2017. Two of the most recent examples are JAMMING, the first-ever midsole composed of freely moving eTPU pearls, and NETFIT, the individual lacing system.

Women are PUMA's top priority. In addition to the fact that the number of women engaging in sports activities is rising globally, they are also setting the standard for wearing athletic clothing as part of their regular wardrobe. With a strong grasp of the contemporary female athlete and building on its reputation for fashion and sports authenticity, PUMA has positioned its offering for women "where the gym meets the runway." In 2017, the women's business surpassed other product categories and greatly enhanced its brand. Due to its disproportionate market share among female consumers, PUMA is in a unique position to profit from this expanding market niche for sportswear worldwide. During 2017 PUMA set the stage for another women's footwear bestseller in 2018 with the PHENOM, which was introduced alongside Selena Gomez towards the end of the year.

## **Strategic Position And Business Model**

### **The Industry Analysis**

Puma operates into the fiercely competitive department store and major retailer sector. Even while this sector is fiercely competitive and expanding quickly in Australia, it is still not as big as the department store sector in other countries, such the USA. This is partially because there are restrictions in this industry, especially in Australia where there aren't many retail establishments that can be considered huge department stores. Puma is a major player in this market and a fierce competitor since it is a producer as well as a seller. Due to the effects that the environment has on its members, the major retailer industry can be quite volatile.

The implementation of the Goods and Services Tax (GST) in 2000 resulted in a notable decline in sales and an increase in retail turnover within the retail industry (Inside Retailing, 2001). ARA estimated that overall sales had increased by 5%; however, department store sales had decreased by 3% for the seven months leading up to July in the previous comparable period. Additionally, department store turnover was predicted by the Australian Bureau of Statistics (ABS) to have increased by 27.8%, or roughly \$1 billion..

The sector faces clear challenges from government regulation, capital constraints, and economies of scale. Economic scale is important because big businesses can reduce their unit counts as volume

increases. Large retail establishments, for example, can save money by purchasing goods in bulk, something smaller establishments are unable to accomplish.

**Another barrier to entrance could be imposed by government policy. For example, the industry may be significantly impacted by the adoption of a new tax system. For instance, GST. Furthermore, because it is challenging to break into this market due to the volume and intensity of the competition, building a new brand becomes essential to success in this sector.**

**Most typically, businesses with a strong track record in other business domains are the newcomers to the industry. With little initial investment, it would sometimes be financially difficult to enter a competitive business, and for many**

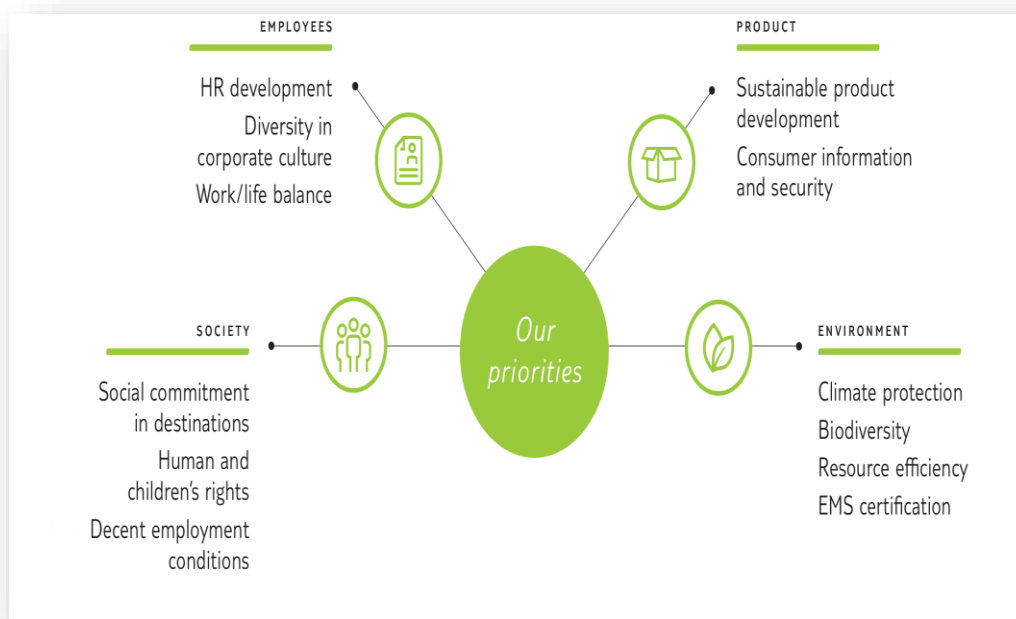
### Research Design: (Theory)

An overarching plan or scheme created by the researcher to carry out the research study is known as the research design. This phase of the research process is crucial since it makes methodical work on the project easier. It is essential because it makes conducting research easier. A research design can be defined as a predetermined set of actions to guarantee that pertinent data will be gathered in a manner that enables the objective examination of various hypotheses put forth in relation to the research problem.

### Data Collection

Gathering data facilitates your team's evaluation of the process's health. In order to achieve this, you need to decide which important quality attributes you will measure, how you will measure them, and what you will do with the information you gather.

Simply put, data collection is the process of organizing and gathering relevant information on the primary quality attributes that your process produces. But, gathering data on its own does not guarantee that you will have enough precise or pertinent information to understand what is happening in the process.



### **A. PRIMARY DATA:**

Since primary data contains unbiased information regarding the outcomes of an experiment or observation, it is crucial for all fields of study. It resembles the testimony of eyewitnesses in court. It can serve as the foundation for unbiased findings because no one has twisted or tarnished it by introducing their own prejudice or perspective.

Analysts use additional research techniques to examine the primary data after it has been collected. They search for correlations between variables that can indicate the forms of future research. Integrative approaches are used when primary data from multiple studies are combined. Their conclusions offer secondary data, which is an amalgam of various main data streams. The methods utilized to get primary data are as follows:

Observation: i. Natural Environment ii. Experiment in the field

2. Interaction

i. Individual interview; ii. Phone interview; iii. Self-administered survey

a. Open-ended inquiries; b. Closed-ended inquiries; and c. Filter

### **B. SECONDARY DATA:**

Secondary data is obtained by the researcher from previously collected, published, or unpublished sources rather than by gathering data initially for the study question.

Utilizing secondary data in a research study can result in cost, labor, and time savings. Some people question the veracity of secondary data, though. It is safe to use secondary data for any research inquiry if appropriate and trustworthy secondary data is available. Students focus on gathering primary data because it is the most necessary component of most research projects. Sadly, a lot of dissertations do not include secondary material in their findings section, even though doing so is totally OK as long as it has been examined. Whenever possible, it is a good idea to incorporate previously gathered data because it may be more extensive and have a significant impact on the results.

RESEARCH TYPE 1: Descriptive

### **DATA COLLECTION SOURCE**

1. Original Information

2. Secondary Information

#### **principal information**

**First-time data collection is referred to as primary data. You accomplish this by going to stores and colleges. and requiring clients and pupils to complete the survey**

#### **Secondary information**

**Secondary data are those that have already been gathered by another party:**

**1. Books; 2. Internet sites**

**3. Brochure**

#### **Research tool**

**A structured questionnaire is used as the data collection tool. Depending on the information that has to be elicited, the question might be either open-ended or closed-ended. Additionally, I'm evaluating the customer's attitude using the scaling technique.**

#### **Taking Samples**

**100 persons should be the sample size, bearing in mind all the limitations. Systematic sampling is the method used for sampling.**

## TARGETS AND STRATEGY

PUMA wants to be the world's quickest sports brand. Because of this, PUMA has been implementing a turnaround plan over the last few years, with a focus on five key areas: increased organizational speed, competitive product range, leading offer for women, enhanced distribution quality, and brand heat. PUMA is headed in the right direction, as evidenced by positive comments from retail partners across the globe, stronger financial results in 2017, and increased sell-through.

PUMA's brand leverages its distinct sporting heritage and strong credibility in the newest lifestyle trends to generate strength and brand fire. Several of the greatest athletes in history, including Pelé, Maradona, Tommie Smith, Boris Becker, Lothar Matthäus, Linford Christie, and many more, are linked to the brand. Presently, PUMA maintains its status as a leading sports brand by collaborating with some of the greatest ambassadors, including the Jamaican and Cuban Olympic Federations, world record holder and sprinter Usain Bolt, star striker Antoine Griezmann, golfers Rickie Fowler and Lexi Thompson, Arsenal FC, and Borussia Dortmund. In order to engage with youthful audiences who are setting trends, PUMA has also devised a special method of collaborating with cultural and fashion celebrities. Because of this, young customers now consider PUMA to be one of the hottest sports and fashion brands. The collaboration between PUMA and Rihanna in 2014 established a new framework for communication between companies and cultural influencers. Lately Making the most of its popularity, Puma has teamed up with other international celebrities like Selena Gomez and Lewis Hamilton, as well as artists The Weeknd and Big Sean and model Cara Delevingne.

Regarding items, PUMA has a distinctive past full of inventions, styles, and goods that still have an impact on the sports and sports lifestyle sectors today. Among them is the 1968 Brush Spikes sneaker the first-ever sports brand-fashion designer co-lab (PUMA x Jil Sander, 1997) and the lightest football shoe (EvoSpeed SL 2015). 2018 will mark the 50th anniversary of the SUEDE, one of PUMA's greatest design symbols. These days, PUMA keeps refining its design philosophies and debuts some of the most striking but marketable styles in the business, such the FIERCE, the CREEPER, the TSUGI, and the BASKETHEART, which were among its best-selling models in 2017. Innovation is key to PUMA's approach to product design. Out of all running shoes, PUMA's exclusive IGNITE midsole material offers the maximum energy return. The first-ever midsole composed of freely moving eTPU pearls, called JAMMING, and the individual lacing system, NETFIT, are two of the most recent examples.

Women are PUMA's top priority. In addition to the fact that the number of women engaging in sports activities is rising globally, they are also setting the standard for wearing athletic clothing as part of their regular wardrobe. With a strong grasp of the contemporary female athlete and building on its reputation for fashion and sports authenticity, PUMA has positioned its offering for women "where the gym meets the runway." In 2017, the women's business surpassed other product categories and greatly enhanced its brand. Due to its disproportionate market share among women, PUMA is in a unique position to profit from this expanding market niche for sportswear worldwide. 2017, PUMA carried on with its DO YOU campaign, reinforcing its dedication to encourage women worldwide to be loyal to who they are. The campaign featured many other powerful women, like Cara Delevingne and the dancers of the New York City Ballet. 2018 saw the release of the PHENOM, a women's footwear bestseller that PUMA co-launched with Selena Gomez towards the end of the year.

## Strategic Position And Business Model

### The Industry Analysis

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The implementation of the Goods and Services Tax (GST) in 2000 resulted in a notable decline in sales and an increase in retail turnover within the retail industry (Inside Retailing, 2001). ARA estimated that overall sales had increased by 5%; however, department store sales had decreased by 3% for the seven months leading up to July in the previous comparable period. Additionally, the department store turnover was expected to have increased by 27.8%, or roughly \$1 billion, by the Australian Bureau of Statistics (ABS).

The sector faces clear challenges from government regulation, capital constraints, and economies of scale. Economic scale is important because big businesses can reduce their unit counts as volume increases. Large retail establishments, for example, can save money by purchasing goods in bulk, something smaller establishments are unable to accomplish. Another barrier to entrance could be imposed by government policy. For example, the industry may be significantly impacted by the adoption of a new tax system. For instance, GST. Additionally, because it is challenging to enter this market due to the size and scope of existing competitors, building a new brand becomes essential to success in this sector.

- Most typically, businesses with a strong track record in other business domains are the newcomers to the industry. Without significant seed money, it would frequently be financially difficult to join a competitive market, and many firms are discouraged from doing so by the high resource investment needs. This is particularly true for a big department store like Jeye, which has to have several distinct business divisions, including marketing, finance, administration, and so forth. Entry barriers are therefore regarded as being high.
- Bargaining power of suppliers
- Suppliers have less clout since big retailers and department stores have the power to select which of several suppliers to buy things from. In the industry, retailers are becoming more powerful, as noted by Craven et al (6). A select group of big retailers, such David Jones, Kmart, Jeye, and Target, have the ability to exert "systemic relationship power" on their suppliers. "The power that one party has to affect the whole system of the other" is how Brookes defines systemic power. This trend suggests that suppliers are losing some of their former clout as retailers acquire more and more negotiating leverage.
- Bargaining Power Of Buyers
- The key factor is that prices might vary between a large department store and a further discount type of department store, even for products in identical product categories. Because of the differences, consumers have a wider range of options to choose from when looking for and buying a certain product, which lowers their switching costs. This typically indicates that consumers in the retail sector are highly negotiating. Customers,

however, have little control over pricing because of Jeye's standing and reputation, and Puma is unable to cut costs by compromising quality because of its brand.

- Substitutes
- Puma's enormous department shops that offer a diverse array of products may be replaced by smaller retailers offering clothing, furniture, appliances for the kitchen, fashion, and other items. Additionally, if the customer doesn't mind sacrificing quality for price, discount department shops or electronic retailers like Harvey Norman may be more affordable while maintaining a high level of quality. Another option for some customer groups could be the recent development of online purchasing.
- Industry rivalry
- Though they target distinct target markets with their promotions, there are numerous competitors in the large store industry, with Nicholas Goodwin being the largest. Because Nicholas Goodwin and Puma sell extremely comparable things, there can occasionally be fierce rivalry. Furthermore, competing within the same business are several kinds of department shops, such as discount retailers like Target and Kmart.
- Marketing plan: A marketing plan outlines goals and the means by which you will please consumers in the markets that you have selected. Although it is not required, having it in writing makes it simpler to explain to other parties, such as your bank manager or other investors.

Growth strategies are a type of tactics that are frequently used by smaller companies. Considering how you will employ products, markets, or customers is one method to look at business growth strategies. In high-growth, somewhat competitive sectors, businesses have found success by focusing on satisfying customers' wants in a lucrative manner. This is a marketing idea. However, a well-developed marketing strategy is necessary for success in areas where economic development has leveled off and where there is a lot of competition that adheres to the marketing philosophy. This kind of strategy looks at a variety of products and anticipates what competitors in the market will do.

Current Marketing Strategy and Current Financial Situation are the contents used to determine PUMA's strategy. Porter's Five Forces for the External Environment are the additional instruments that are used. SWOT evaluation of the interior setting. The marketing mix of Puma is also examined in this paper. MISSION STATEMENT: -PUMA aims to become the most coveted sports life company in the long run.

To become the most sought-after sportswear brand globally. PUMA specializes in sportswear and accessories.

As a brand, Puma is dedicated to making a positive impact on the world by promoting creativity, safe sustainability, and peace. It also upholds the principle of being impartial, truthful, upbeat, and innovative in all decisions and actions.

#### BRAND PERSONALITY:

Enthusiasm - Transparency

-Belief in oneself - Entrepreneurship

The product segment of PUMA:

Footwear includes family, sports, and custom-made shoes.

Clothing: Boxers, T-shirts, and tracks.

Accessories include sun glasses, water bottles, gloves, and helmets.

**PUMA'S PLAN FOR MARKETING:**

Phase I [1993]: Global organizational restructuring aimed at boosting profitability.

- The Second Phase [1996]  
enhancing the value of a brand.
- Phase Three [2002]  
investigating the potential of a brand by making things more desirable.
- Phase IV [2006]  
The long-term goal is to become the most coveted brand for sports lifestyle products.
- Phase V [2008]  
Puma Nouveaux [Going Green]

**PUMA'S STRATEGY: 2018–2019 Vision**

to emerge as the athletic lifestyle brand that consumers most want.

Preserve the essence, reputation, and principles of puma in the direction of a sustainable, pollution-free future.

- A rise in brand recognition.
- build a family of PUMAs.  
Corporate strategy: Regional expansion is the means by which this long-term strategic goal is to be accomplished.
- The broadening of product offerings.
- Growth with brands that are not Puma.

STRATEGY: - Create a catchphrase.

- Working together to implement sustainability with Michael Braungart and William MC Donough.
- Involve the client in the creation.

PUMA-REPRESENTATIVE NEW NICHE MARKET ENTRY IS THE GOAL OF THE STRATEGY.

[Ascending]

Construct a new "GREEN PRODUCT-LINE" -Generate chances for customization

**BRAND STRATEGY:**

- Bringing unique and a worldwide perspective through the fusion of fashion, lifestyle, and sports elements.
- Keeping a close eye on the channels of distribution.
- Strict supervision and diligent oversight for the licensee.

**MARKETING STRATEGY:**

Many national football teams are sponsored by Puma.

- It has also provided apparel and sponsorship to a number of well-known professional football teams.
- It additionally funds football players.
- It additionally funds cricket players. [Teams from the IPL]
- PUMA provides four National Rugby League teams with equipment.

**MARKETING MIX:**

- **PRODUCT**
- **PRICE**
- **PLACE**

- **PROMOTION**

- 1. **PRODUCT:**

- It offers a large selection of items, including fashion accessories, sports goods, athletic apparel, and footwear. Hussein Chalayan, Tretorn, and PUMA are owned by the PUMA group.

- Black label involves working with well-known designers like Rossi, Yasuhiro Mihara, and Alexander Mequean.

- 2. **PRICE:**

- PUMA's prices are intended to be competitive with those of other retailers of fashionable shoes. Target clients in the premium sector are the basis for pricing. The PUMA brand is quite valuable.

- 3. **PLACE:**

- PUMA shoes are supplied to exclusive PUMA stores as well as multi-brand storefronts throughout the world. Even though these requirements require a second journey for the country to pick up the shoes, PUMA is able to provide a far greater assortment than any other company.

- 4. **PROMOTION:**

- The cornerstones of PUMA's advertising and promotion efforts include location, targeted newspaper advertising, and strategic collaborations. Athletes and other well-known sports figures are frequently considered brand ambassadors. They serve as the main pillars of their positioning strategy.

- 5. **RETAIL:**

- Through the launch of new locations, PUMA is consistently concentrating on retail expansion and retail-specific knowledge. The effectiveness of the new concept shop in advancing the brand and making money is evident. In addition, PUMA plans to increase the energy in its stores, boost its customer base, completely incorporate the retail space into the larger communication mix, and uphold its belief that retail should serve as both a lucrative growth engine and a means of building brand equity.

**SWOT ANALYSIS:****Strength**

- PUMA is a very competitive company.
- The economy is growing astronomically.
- More varied than those of its rivals.
- A large selection of shoes.
- Acquiring strategies from reputable businesses.
- Brand is associated with status, quality, and the newest technology.

**International Brand.**

- The majority of the important staff at Puma have a background in marketing, and the top management is heavily focused on marketing. This business's strength is that the industry is driven by the market rather than the product.
- Weakness: The company does not undertake as much advertising or promotional activity.
- Although they offer a wide variety of sporting goods, the company's revenue mostly hinges on its market dominance in footwear
- Price is a major factor in the retail industry. Nonetheless, selling to stores provides the majority of their revenue.
- As retailers attempt to transfer some of the burden from the low price competition to PUMA, profit margins tend to tighten.



**Prospects**

- Create more retail locations.
- Product creation.
- Broad worldwide renown.
- Grow in markets with higher levels of disposable income.
- Take part in international marketing events such as the Olympics, World Cup, etc.

**Dangers**

- Tough competition and the financial burden of keeping up with competitors' penetration efforts will put pressure on marketing and research and development (R&D).
- Short PLC are crucial to the return on investment of a specific product line.
- Weak markets could pose a significant risk.
- Puma was exposed to global commerce. Currency fluctuations have an impact on the company's expenses and profit margin.

**Many offer PORTERS 5 FORCES in the market.**

- Create a positive brand image.
- Severe competition.
- Danger per se. [Identical industry]
- Decentralized marketplace.
- Large chain of stores.
- Distributed by yourself.
- Sports market vulnerability. [Asia]
- Own chain of retail stores.

**THE COMPETATORS:**

Nike is the most popular sports brand worldwide.

- Administrative, design, and product innovation activities based in the United States.
- Subscription services like "Michel Jordan" or "Tiger Woods"
- Addidas: -Pay attention to fundamental activities like skiing, tennis, athletics, and soccer.
- Germany and France are home to the design and marketing divisions.
- PRADA: - Well-known luxury brand that ventured into the sports market four years ago.
- Pay attention to trends and fashion, but their pricing plan is still excessive.
- Diesel is a well-known fashion brand that sells writing instruments, watches, sunglasses, footwear, and fragrances.
- Suffered an unanticipated rate of growth.
- The Brand continues to be based in Italy.
- PUMA's disadvantages include: -Very little brand awareness.
- -The market share is tiny.
- -There is hardly any advertising.
- **-No market share acquisition.**

## CHAPTER 4

### RESEARCH METHODOLOGY

#### Market Analysis

The majority of Puma's customers, and thus their primary target market, are female. Given the superior quality of the products—premium brand categories and pricing—the market is driven by customers rather than by supply. Instead of meeting needs, the products satisfy wants and desires based on image. Consumers look for the advantages of Puma's brand in terms of products and services. Geographically, major shopping malls and downtown areas serve as the primary markets for department stores of the size of Puma. The market is robust and offers high profit possibilities in a big mall or downtown retail area. Because they are based on the prestige of the brand, department shops that are positioned as premium are difficult to copy and open.

#### Strategy Strengths

Puma's initial competitive advantage is where its stores are located in relation to other stores. Puma is the biggest department store chain in Australia and a market leader in the retail sector.

Puma's great brand recognition among customers is another asset. Customers of Puma perceive them as an upscale department store offering premium goods. Because Puma effectively projects this image to its customers, the middle-upper socioeconomic strata are precisely Puma's target market.

Puma's product quality and range are also among its strongest points. The business has established a large number of renowned and esteemed brands. For example, Puma's ground level stocks the most popular perfume brands, including Gucci and YSL etc.

Puma's effective client connection marketing strategies are another asset. Customers who own a Smarter Shopping Card are eligible for exclusive advantages and fantastic features at their favorite Coles Puma locations, including Puma, Grace Bros., Target, Kmart, and Megamart. Special interest-free promotions, good for up to 62 days, are among the exclusive features. Flexible payment methods, online account administration, no yearly or joining fees, and interest rates as low as 15.5% are all offered. Customers can also receive the widely used Fly Buy card, the top customer loyalty program in Australia. Fly Buy card members receive various rewards for their usual everyday purchasing, and there are already over two million active Fly Buy member households.

At Puma or Megamart locations, members can earn one Fly Buy point for every \$5 spent. Over a thousand "escape"-related prizes, such as dinners at restaurants, performances, airfare, Australia-wide hotel packages, retail certificates, and unique attractions, can be obtained by exchanging Fly Buy points (<http://www.Puma.com.au/cards/cmcard.asp>).

One of the company's main competitive advantages is its excellent customer service, which is reflected in both Pumas' retail brand and well-known product strategy. Puma's employees adhere to this firm moral tradition, which the corporation also incorporates into its marketing campaigns, fostering a friendly, relatable brand relationship.

#### Weaknesses

One of Puma's primary disadvantages is its price point, which stems from consumers' general opinion of the brand as being expensive and in line with a high level of status. One could argue that Puma's product positioning constitutes a strategy vulnerability since, in the event of a decline in spending and overall economic activity, Puma will be unable to lower its prices. In a

similar vein, Puma finds it difficult to compete with rival retailers by lowering its pricing through sales campaigns. The rationale is that sales promotions and low prices would be inconsistent with the company's brand image and would therefore be detrimental.

### **Opportunity**

The possibility of Pumas' online purchasing expanding presents an opportunity. Future iterations of this plan could provide Puma with a chance to boost revenue and patron loyalty. Puma can benefit from the trends of expanding services and improving customer relationship management, as mentioned by Cravens et al. (8). Puma can expand its activities into more service-oriented roles by offering more services. When consumers demand greater attention, Puma may try stepping up its efforts to expand its customer base through its loyalty programs.

### **Threat**

Puma faces a significant risk from the outside world. Government policies, such as taxation, economic downturns, industry changes, etc., could pose a threat.

The numerous rivals that offer online purchasing services pose a danger to Puma's online shopping business. International department shops that compete with one another pose a threat to market entry. Adaptable Approach The development of a company's marketing strategy might be aided by the wide, practical framework that generic marketing plans offer (9). It implies that each company's most important task is to create a distinctive marketing plan that makes use of its own strengths and evaluation of market chances. Channel management, low cost, low pricing, and innovation are the four general strategic focus areas.

### **Definition of Competitive Advantage and Strategy**

If the company is able to increase its overall cost leadership while maintaining quality and service standards, it will have a competitive edge. Being the low-cost producer of a good gives a company an advantage over competitors since it can generate above-average profits even in fiercely competitive markets. These profits can be put back into the business to buy new equipment and spaces that will support the company's low cost position.

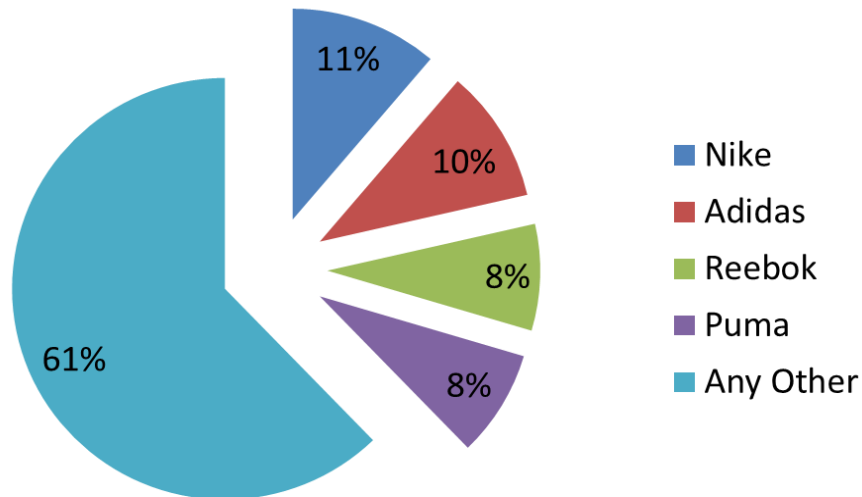
Porter outlines three overarching tactics for effectively competing: focus, isolation, and cost leadership. Each offers a different path to competitive advantage, and successful businesses clearly choose one of these possibilities while keeping in mind the importance of the others. The management of these companies understands that attempting to handle everything at once usually results in a bad reputation within the business.

### **Focus**

Porter explains the final tactic, which is to narrow the focus to a certain buyer segment, line of products, or geographic market. As with differentiation, the focal point can take many various shapes. The premise is that attentive attention is the most effective way to meet the needs of the segment. Moreover, even if it might not have a competitive edge in general, the focuser looks for one with its target. A focuser will perform above average in its industry if it can maintain cost leadership or differentiation in its market and the segment is fundamentally attractive. The majority of industries consist of a variety

of segments, and each one that has different customer requirements or different ideal production or release systems is a good fit for a center approach.

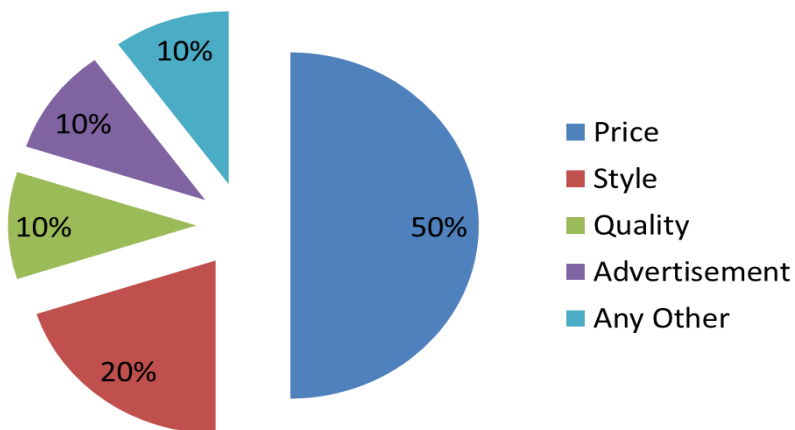
**Which Brand You Prefer?**



**Interpretation**

Sixty-one percent of respondents claimed to own shoes of any other brand, eleven percent to have Nikes, ten percent to have Adidas, eight percent to have Reeboks, and eight percent to have Pumas.

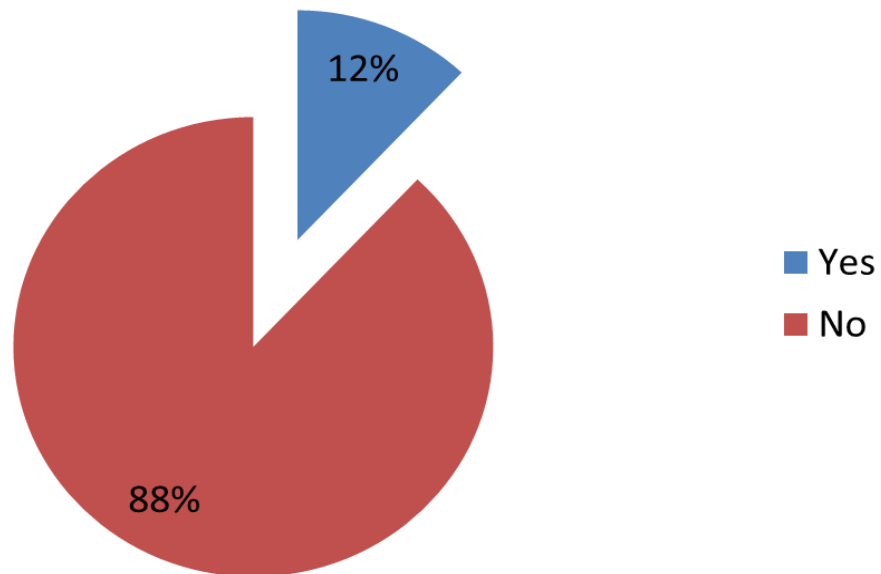
**Which factors influence your choice?**



**Interpretation**

Ten percent indicated that they were influenced by quality, ten percent by price, twenty percent by style, ten percent by advertisement, and ten percent by any other considerations.

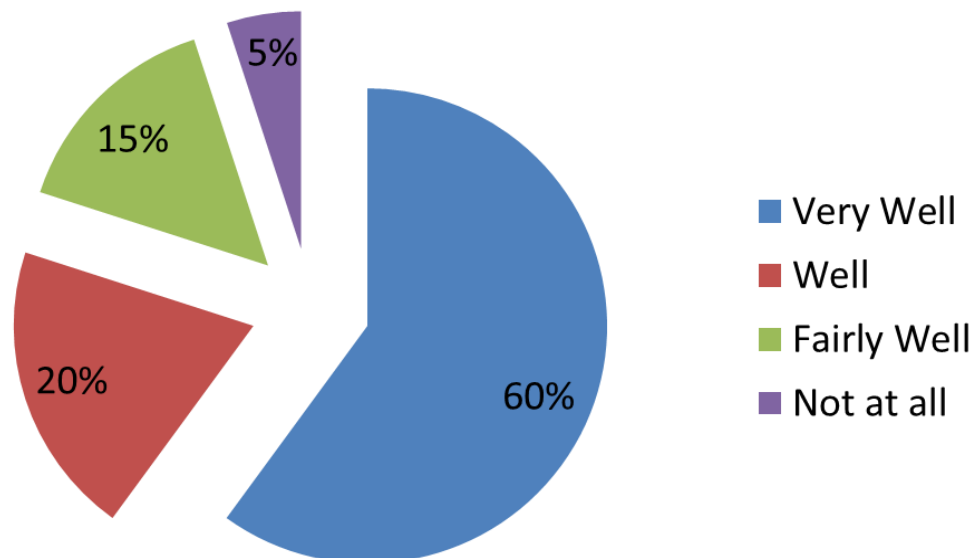
### Do you have Puma Shoes?



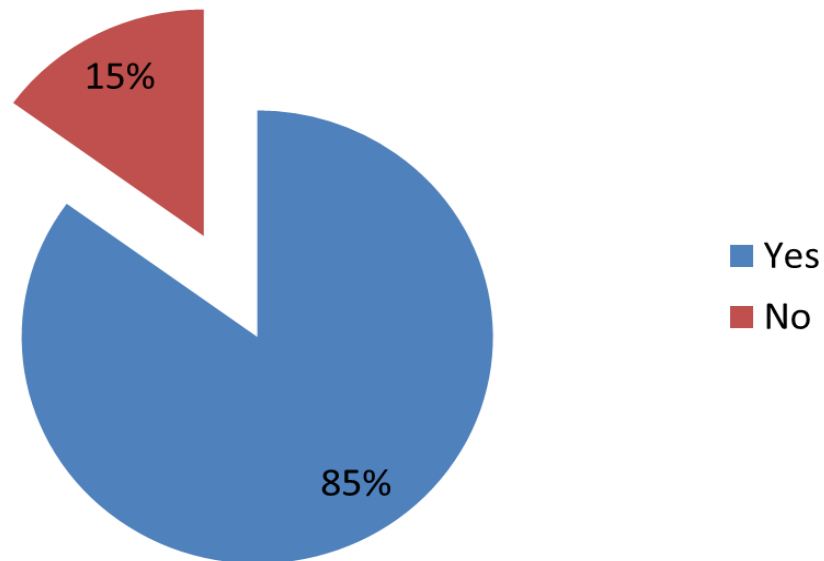
### Interpretation

Of those surveyed, 12% claimed to own Puma sneakers, while 88% answered they don't.

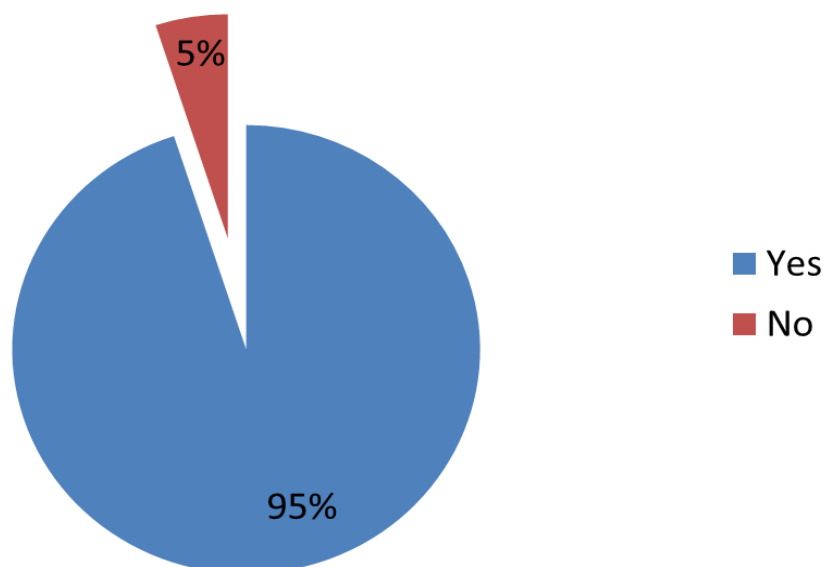
### How well you satisfied with Puma shoes?



**Interpretation:** Sixty percent of respondents stated they were extremely happy with their Puma shoes, twenty percent said they were highly content, fifteen percent said they were reasonably satisfied, and five percent said they were not at all happy with their Puma shoes.

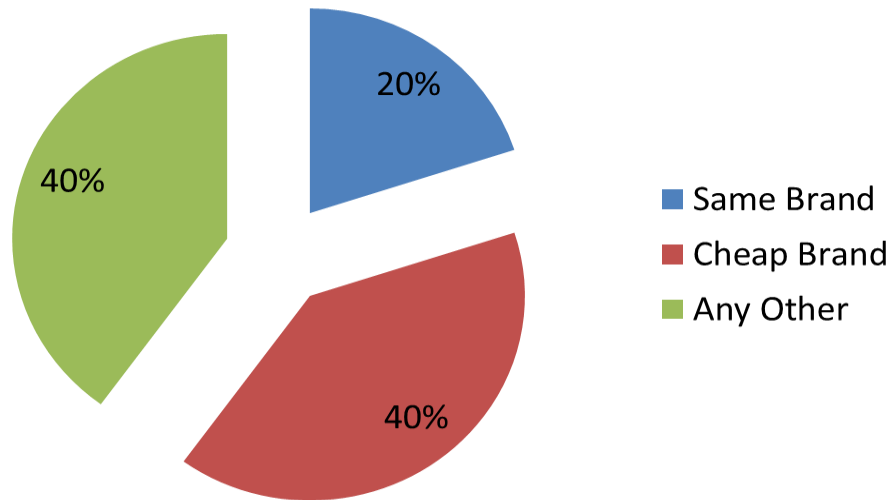
**Does Puma company brand name reflect its product quality?****Interpretation**

15% indicated they don't own any Pumas, and 85% said the brand name accurately represents the quality of their products.

**Are you satisfied with the price range of preferable brand?**

**Interpretation:** Five percent expressed dissatisfaction with the preferred brand's price range, while ninety-five percent indicated they are content with it.

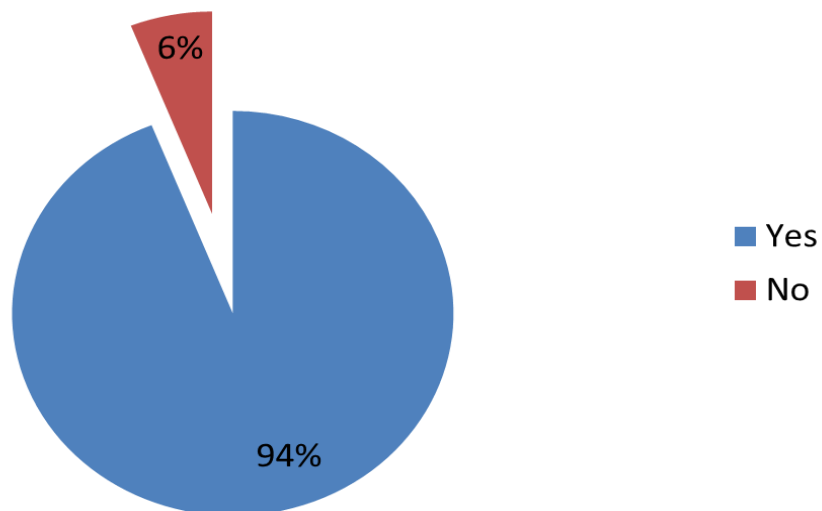
**If the price of your preferred brand increase will you purchase again?**



### **Interpretation**

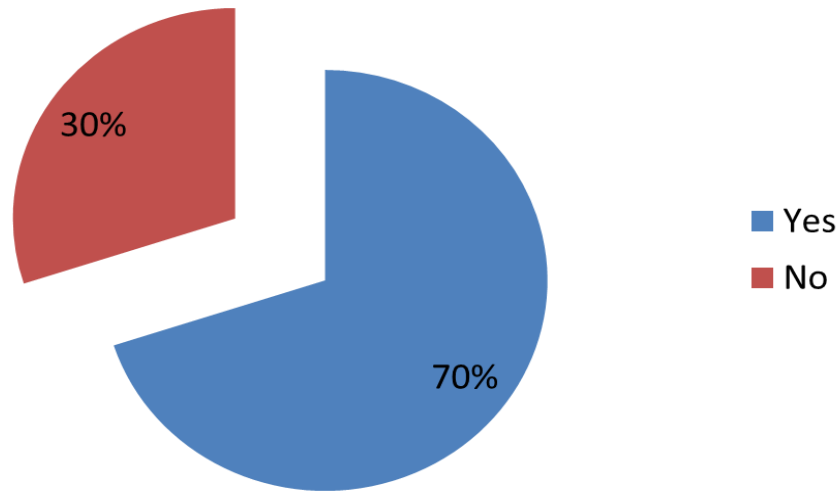
Just 20% of respondents indicated they would buy the same brand, 40% said they would buy any other brand, and 40% said they would buy a cheap brand.

**Do you think weight is a factor of choosing brand?**

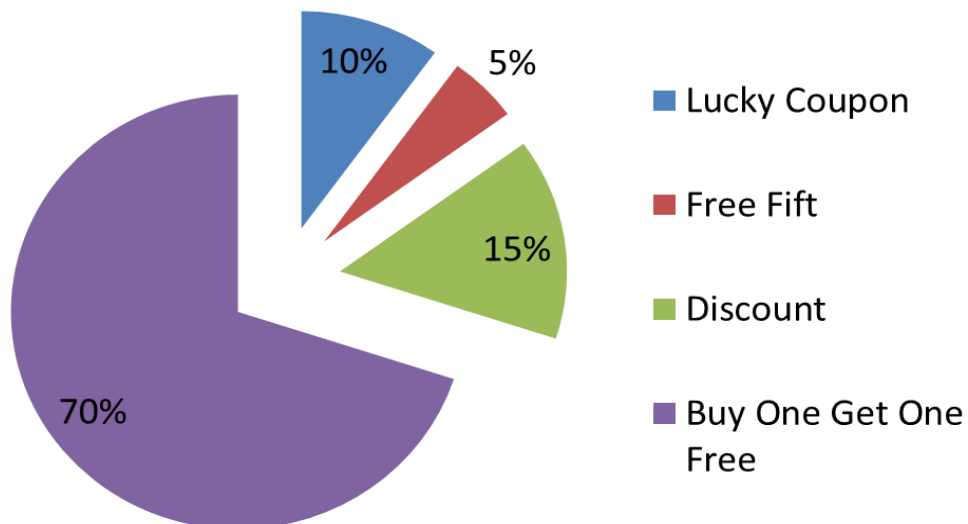


### **Interpretation**

95% of respondents stated that picking a brand is influenced by one's weight, whereas 6% disagreed.

**Do you normally switch over brand the brand?****Interpretation**

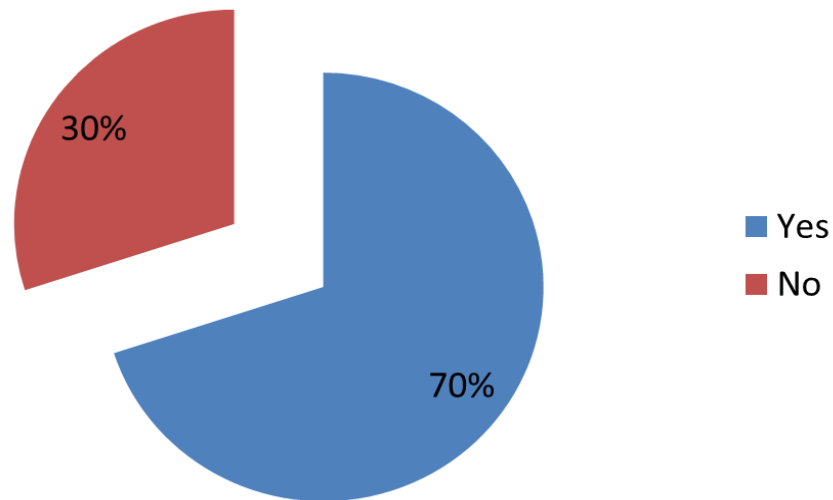
Thirty percent indicated they don't typically switch brands, while seventy percent said they do it frequently.

**What kind of promotion tool you prefer?****Interpretation**

Just 5% preferred free gifts, while 70% preferred buy one get one free, 15% preferred discounts, 10% preferred fortunate coupons, and 10% preferred discounts.



**Will you purchase another brand with same quality?**



### **Interpretation**

Thirty percent indicated they would not buy another brand of the same quality, while seventy percent said they would buy one with the same quality.

## **CHAPTER 5**

### **ANALYSIS OF DATA**

<sup>6</sup> Loyalty is secondary to quality.

Seek out emerging markets instead of growing your clientele. Release cutting-edge, feature-rich, reasonably priced, and competitively advantageous goods.

Establish growth benchmarks.

Expand your distribution network to ensure a sustainable market presence.

Utilize our infrastructure's assets to execute unique and trend-setting tactical movements to outperform the competition.

Clearly, the management should be the strategic objective.

Focus on your areas of strength, such as backward integration, financial base, and infrastructure.

Pop and marketing materials must be produced with the global market in mind.

Corporate training programs aimed at developing human resources from outside instructors.

Workplace policies Fair trade and labor rights organizations refrained from criticizing PUMA's employment policies in its factories located in developing nations, primarily including workers from China, Turkey, El Salvador, and Indonesia.

The business has taken several initiatives to increase openness. PUMA started analyzing all of its suppliers annually in 2000, and it publishes the findings in its sustainability reports.] The list of its suppliers has been made available to the public since 2005.

In certain regions, PUMA has vowed resolutely to uphold workers' rights. For instance, PUMA's Australian-made goods have earned them the Ethical Clothing Australia accreditation. The labor-friendly accreditation is limited to a very small portion of PUMA's overall production output.

### Environmental practice

According to a May 2011 story in The Guardian, Puma was the "first major company in the world to put a value on its environmental impact." In line with its internal sustainability standard, the company "has committed to ensuring that half of its international collections will be manufactured within four years, using more sustainable materials like recycled polyester and ensuring its suppliers develop more sustainable materials and products."

Puma is renowned for using financial incentives to encourage environmentally friendly practices throughout their supply chain. The creative supply chain finance plan in place connects the cost of financing for important suppliers with their sustainability performance. In Supply Chain Finance, the company received a "Innovation Award" for its method in 2016.

### COMMERCIAL ACTIVITIES AND ORGANIZATIONAL STRUCTURE

With its group headquarters located in Herzogenaurach, Germany, the company is operated as PUMA SE, a European corporation. Three product segments (apparel, accessories, and footwear) and three regions (Asia/Pacific, the Americas, and EMEA) serve as the basis for our internal reporting efforts. Section 25 of the Notes to the Consolidated Financial Statements provides a thorough explanation of each segment.

In addition to sales in our own retail and online stores, we also make money from the wholesale and retail trade of goods bearing the PUMA and COBRA Golf brands. Our primary means of product distribution and marketing across the globe are our own subsidiaries. In certain countries, distribution agreements are in place with independent distributors.

PUMA SE controlled 108 subsidiaries directly or indirectly as of December 31, 2017. At the local level, our subsidiaries handle a variety of responsibilities including sourcing, management, product development, marketing, and sales. Notes to the Consolidated Financial Statements, section 2, contain a complete list of all subsidiaries and an affiliated company.

### CHAPTER 6

#### CONCLUSIONS & RECOMMENDATIONS

##### CONCLUSIONS

Thus far, I have determined the several aspects that PUMA and other big sports firms need to work on in order to become as competitive as they want to be. These upgrades would enable PUMA and other sports companies to compete with MNCs and support Indian businesses in lessening the future influence of MNCs on the Indian market. Indian manufacturers need to move fast in response to the challenge posed by multinational corporations (MNCs) because any delay will only allow the MNCs to gain traction in the market. Once they establish a strong presence in the industry, they would be very difficult to compete with due to their knowledge and resources.

Value-for-money has always been PUMA's guiding principle in India. The business must determine what its crucial success factor is and work tirelessly to attain it.

##### Measuring Intangibles & Valuing Diversity

The expertise, global exposure, and diversity that employees of PUMA can offer are invaluable. These days, an organization's ability to succeed in the global marketplace depends more and more on

intangibles like these that it cannot possess. Given that PUMA is a worldwide corporation, these outside factors have a significant impact on the organization. Some people are unaware that PUMA is a German company. This comes from successful international trade. Global product diversity and expertise from PUMA have a significant impact on the business. When conducting business, PUMA needs to be sensitive to cultural differences and have no trouble adjusting to new situations. The extensive list of PUMA subsidiaries where it operates attests to the company's need for extraordinary diversity and its ongoing adaptation to cultural shifts. This need for information explains why it is so valuable. This market undergoes significant change, thus fresh perspectives, inspiration, and intuition are valuable assets that are required to stay a worldwide business. The managers are the ones who spearhead this knowledge and uphold diversity, but they are also dealing with new developments.

### COMPETING IN A GLOBAL MARKET

Following the acquisition of Louis-Dreyfus as their current president, PUMA, a fully owned company, has adopted an entirely new approach to competition. In addition to dismissing all senior German management, Louis-Dreyfus also sacked Asian management for not being able to match competitors' cheap prices when shoemaking was outsourced to regional firms. Louis-Dreyfus took a side wager in addition to fighting to reduce expenses. Global marketing became PUMA's primary priority.

The state of the sports sector throughout the last two fiscal years can be best described as turbulent. Competition reached new heights and lows through frequent price reductions in the market and bigger than live marketing game plans. It is insufficient to only be aggressive. A company needs a competitive advantage in order to survive. In order to attain the intended "positioning" in the future, one must act strategically now. One must anticipate "tomorrow."

### IN THE END IT'S ALL ABOUT A COMPANY'S ABILITY TO INNOVATE AND TO FOCUS

Any firm that is successful has to be able to compete. Its capacity to set itself out from rivals determines its ability to compete. Its capacity for innovation and customer communication also contributes to its ability to stand out. For the last two to five years, have you thought of Puma as an innovative company? Instead, Puma attempted to be both a sports and a fashion firm at the same time by adopting a so-called multi-category approach. Sadly, it proved to be insignificant. Why? because its pride in its accomplishments was greater than its pride in its shortcomings. Put another way: It lacked concentration and lacked a defined positioning. There are two branding and marketing errors you should avoid. When Puma became just another Adidas and Nike knockoff, it lost its identity.

Pay attention to the brand's history and DNA. For Puma, this is performance and its athletic roots in soccer and athletics; fashion must follow sports. After few weeks, the business finally realized and created a new goal statement.

"Forever Faster" ages ago. In 2014, the announcement and a new tagline will be made available to customers. (Recall its previous one: "Puma's long-term goal is to become the most coveted and environmentally conscious sports lifestyle brand.")

- **Build on the brand's biggest and most promising category and strive for category leadership** Pay attention to the brand's history and DNA. For Puma, this is performance and its athletic roots in soccer and athletics; fashion must follow sports. After few weeks, the business finally realized and created a new goal statement.

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Take note of the brand's heritage and genetic makeup. Fashion must follow sports, according to Puma, which values performance and its athletic roots in soccer and athletics. A few weeks later, the company came to its senses and revised its mission statement.

Long ago, "Forever Faster" The announcement will be made public in 2014, along with a new tagline. (Recall the one before it: "Puma's long-term goal is to become the most coveted and environmentally conscious sports lifestyle brand." )

Control expectations: A thorough turnaround and change management program will be necessary to get Puma back on track. Something that may require anywhere from 12 to 24 months to start showing signs of real improvement. It would be wise for senior management to proactively inform all stakeholders of that.

Complete your homework on finances and tidy up the balance sheet: Complete one-time charges and write-offs—which are common in emergency situations—quickly. Future financial results will be more positive and will support the idea that the business is headed in the right direction. In the fourth quarter of 2013, Puma is anticipated to record one-time charges of about €130 million, mostly related to the closing of a development center in Vietnam and the transfer of employees from London to Germany.

Honor the past while concentrating the team's efforts on slaying the future: Staff members need to have their confidence restored by the leadership teams. They must express gratitude while also continuously raising the bar. An innovative mindset and everyone should set and exemplify execution in excellence. While new external talent should be hired to bring in some fresh ideas and energy, existing talent and high performers need to be quickly nurtured and empowered. Actually, Puma is dedicated to promoting sustainability, peace, and creativity in the sports industry.

Furthermore, the organization has become a worldwide force by adhering to its core principles. But this isn't the only explanation for the business's extraordinary success. Its outstanding marketing approach has ensured that it stays at the top of the worldwide sports shoe manufacturing market. In addition to watches, sporting equipment, and other accessories, it has ventured into the manufacturing of these items. Product in Puma's marketing mix Puma offers an extensive selection of athletic products, footwear, apparel, and fashion accessories. Additionally, Puma is the leading manufacturer of race suits and shoes for enthusiasts.

In actuality, the business produces Formula 1 and NASCAR exclusively. Furthermore, the corporation maintains partnerships with Ferrari and BMW. By working with well-known designers like Rossi, Yasuhiro Miharanda, and Alexander McQueen, Puma has made a name for itself as a trustworthy company that produces high-quality goods. To be more precise, the business makes the following goods.

- Shoes for sports;
- Shoes created to order
- Gloves, helmets, water bottles, fancy shoes, T-shirts, tracks, Boxers accessories, and apparel

National brand ambassadors are employed by Puma to advertise its product range. Strategies for product diversification include making equipment for gyms and trekking routes, as well as offering nutrition and fitness advice. The goal of the company's product diversification plan is to increase profitability and draw in a wide range of clients.

### **Promotion in the marketing mix of Puma**

In India, the company's advertising approach is primarily focused on generating income from cricket equipment sales and supporting the Ranji Trophy. However, the business also heavily invests in imaginative billboard design and print media advertising. Additionally, the sale of football apparel is receiving more attention.

The following are some more advertising techniques:

TV commercials

Possibilities for online customisation

Maintaining high standards for clothing packaging;

Taking part in CSR initiatives like reducing environmental pollution

Another marketing tactic used by Puma is sales promotion, which consists of a range of transient rewards designed to promote more product tries and purchases. The following famous people have endorsed the Pumas brand: Tennis: Saina Nehwal

Somdev Devramman's Tennis Gears Gautam Gambhir's cricket equipment; Shilpa Shetty's health academy Puma is likewise doing a good job with public relations. For example, the business supports trophies to safeguard and enhance its reputation.

### **Place in the marketing mix of Puma**

The majority of Puma shoes are supplied to exclusive Puma stores located in major global cities, as well as multibrand retailers. This makes it necessary to provide clients with a greater assortment of shoes and accessories than the competitors. Its extensive distribution network, together with the utilization of resources and expertise, make the brand nearly universally accessible. Additionally, Puma is always concentrating on growing its retail business, as evidenced by the rapid launching of new locations across the globe. This is intended to build the brand and increase revenue in addition to bringing the products closer to the customer. In actuality, Puma has promised to keep growing its customer base and fully integrating its physical locations online.

### **Pricing in the marketing mix of Puma**

Compared to more expensive rivals like Reebok and Adidas, Puma's product costs are reasonable. The pricing approach in place is intended to provide competing businesses with competition. Furthermore, because it considers its brand to be premium, Puma typically employs premium pricing strategies. As a result, Puma will cost more than a rival brand like Bata. The only companies that are directly comparable to Puma in terms of price are Adidas and Reebok. Because of its well-known brand, Puma products typically have attractive prices. Any firm that is successful has to be able to compete. Its capacity to set itself out from rivals determines its ability to compete.

Its capacity for innovation and customer communication also contributes to its ability to stand out. For the last two to five years, have you thought of Puma as an innovative company?

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Pay attention to the brand's history and DNA. For Puma, this is performance and its athletic roots in soccer and athletics; fashion must follow sports. Lastly

A few weeks ago, the business came to this realization and created a new goal statement: "Forever Faster." In 2014, the announcement and a new tagline will be made available to customers. (Recall its previous one: "Puma's long-term goal is to become the most coveted and environmentally conscious sports lifestyle brand.")

Expand upon the largest and most promising category for the brand and aim for category leadership: This is footwear for Puma. Specifically, the running sub-category. With Usain Bolt serving as the brand's spokesperson, this ought to be a non-negotiable goal.

Invest extensively in both parallel cutting and innovation Opex: Innovations driven by technology in its two main categories—athletics and running—must spur growth and profit margins. The fashion part of the business should service sports, not the other way around.

Concentrate on a small number of carefully chosen marketing initiatives and make them as grand and captivating as you can: To increase brand recognition, ferociously push current brand ambassadors while also acquiring new, elite ambassadors (the new Arsenal London contract will not be adequate). Preserve open and reliable connections with key stakeholders:

Reestablish confidence with staff, important retail partners, and Kering, the French parent firm that owns 84 percent of Puma.

Fortify the distribution network: Reclaim lost shelf space and customer awareness at major retailers. Create a comprehensive multi-channel distribution plan with a focus on e-commerce (on the company's website as well as on important e-retailers).  
platforms).

Control expectations: A thorough turnaround and change management program will be necessary to get Puma back on track. Something that may require anywhere from 12 to 24 months to start showing signs of real improvement. It would be wise for senior management to proactively inform all stakeholders of that.

Complete your homework on finances and tidy up the balance sheet: Complete one-time charges and write-offs—which are common in emergency situations—quickly. Future financial outcomes will be more positive and will emphasize that the firm is headed in the right direction. In the fourth quarter of 2013, Puma is anticipated to record one-time charges of about €130 million, mostly related to the closing of a development center in Vietnam and the transfer of employees from London to Germany. Value the past while concentrating the team's efforts on slaying the future: Staff members need to feel more confident again thanks to the leadership teams. They must express gratitude while also continuously raising the bar.

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