



Analysis Implementation Strategy Global Operations: A Case Study

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Abstract

This study conducts an SLR of Adidas' global operational strategies through analysis of 37 scholarly and industry sources between 2000 and 2025. The review groups essential strategic elements into six categories which cover supply chain agility alongside sustainability and Corporate Social Responsibility (CSR), market expansion projects, digital transformations and brand development and internal organizational alignment. Through supply chain decentralization and environmental sustainability integration and technological innovation for customization Adidas has developed a resilient global operation framework. The company maintains its competitive market position abroad through branding efforts which establish cultural meaning and emotional connections with global customers. The current research lacks essential empirical evidence regarding sustainability results and operational branding connections as well as analytical studies about challenges of growth into emerging markets.

Introduction

Business is an activity of producing, distributing and offering goods and services with the hope of making a profit. A business is said to be able to enter to the international market are businesses that have advanced or are expanding market segment. International business can be an alternative done by an entrepreneur to introduce his business to various countries in the world. Every business run to the international market requires various strategic planning and challenge mitigation so that the company can operate smoothly and also directed and can predict risks that hinder business progress (Katsikeas et al., 2020; Fernando et al., 2024; Attah et al., 2024; Islam et al., 2024; Duong et al., 2023; Monazzam & Crawford, 2024).

According to Prasodjo et al. (2021), choosing a strategy is considered a means of finding a company's future in the long term. long. The impact of inappropriate strategic planning can result in unstructured business implementation and reduce the optimality of business performance. This will make it difficult for the business to grow and survive in competition, especially when expanding. In this era of increasingly competitive business competition, profit-oriented business actors are also required to always be proactive in finding ways and strategies to be able to excel in facing competition in their respective business entities (Kosasih, 2022; Budiningsih & Soehari, 2021; Singh et al., 2021). Therefore, it is needed planning strategy operation Which Good And appropriate For support operational and support business continuity to achieve corporate goals. In this study, we use a case study of the multinational company Adidas (Malatesta, 2023; Sicoli et al., 2019; Kozlowski, 2012).

Adidas is one of the largest multinational companies in the sports industry, with products that include apparel, shoes, and sports equipment (Jaworek et al., 2020; Pratama & Hisjam, 2022; Shoffian et al., 2021; Chen et al., 2023; Crespi et al., 2019). As a global company, Adidas has succeeded in building its brand in more than 100 countries, making it one of the competitive market leaders amidst changing global economic and geopolitical dynamics. This success is

inseparable from Adidas' ability to manage global operations strategically and adaptively. In the era of globalization, multinational companies such as Adidas are faced with various complex challenges, such as economic instability, changes in international trade regulations, cultural differences, and sustainability issues (Fiorellini Bernardis, 2019; Goslin & Kluka, 2020; Kelley et al., 2018; Zhang, 2024). In addition, tight competition with global competitors such as Nike, Puma, and local companies in various countries requires Adidas to continue optimizing their global operating strategies in order to maintain competitiveness in a dynamic market (Holubenko, 2024; Prange & Bruyaka, 2016).

Adidas applies various approaches to manage their global operations, ranging from market diversification, supply chain integration, adoption of advanced technologies, to innovation in product design (Ivanov et al., 2021; Keskin et al., 2025; Du, 2007). The company also prioritizes sustainability as one of the pillars of its business strategy, creating environmentally friendly products in line with the global trend towards more responsible business practices, align with research from Khan et al. (2021). However, while Adidas' success in managing global operations is evident, there are challenges that require in-depth analysis. For example, how Adidas deals with geopolitical risks such as trade wars or uncertainty in value. swap eye Money? How strategy company in respond difference consumer needs and preferences in different countries? And to what extent is sustainability part of Adidas' global operating strategy?

This article aims to analyze the implementation of global operations strategy carried out by Adidas, with a focus on strategic approaches, challenges faced, and innovations implemented. By reviewing in depth how Adidas manages its operations at the global level, this journal is expected to provide insight into best practices in global operations management that are relevant to other multinational companies.

Methods

The study employs Systematic Literature Review (SLR) methodology to analyze the worldwide strategic operations that Adidas has deployed globally. The SLR method establishes an organized method for gathering and evaluating and combining research publications regarding the particular study field. Protecting consistency and validity of research results is possible due to this method which requires comprehensive literature review from multiple sources. The central focus of this research is to identify the global operational strategies which Adidas applies to defend its market position across changing international markets. The research dive into four strategic sectors consisting of supply chain management alongside market adaptation as well as product innovation and sustainability integration. This study examines through research questions two areas about Adidas' strategies to improve its competitive advantage through worldwide operations. Sustainability features within Adidas' global operations and what obstacles confront the company while operating in the global market together with its solutions comprise the research focus.

The assessment of these questions depended on data acquisition from secondary sources through a systematic research methodology. The study draws its research material from peer-reviewed journals and conference papers and books and corporate reports and case studies gathered from academic databases including Scopus and ScienceDirect and JSTOR along with Google Scholar. The study analyzed materials from 2000 to 2025 to maintain relevant information about current business practices. The research selected sources primarily based on their contribution of theoretical or empirical information about global operations combined with multinational strategies and supply chain management and sustainability focus in Adidas and comparable corporations.

Researchers applied defined criteria to determine which sources would be included during their literature review. Studies were included which examined global operational strategies as well as supply chain and sustainability practices in multinational corporations together with analyses of Adidas-specific cases. The research included papers written in English that originated from academic or institutional backgrounds. The research excluded sources which demonstrated poor academic merit along with outdated publications and materials that failed to address the core research topic.

The researchers conducted thematic analysis after identifying the suitable studies. Thematic analysis enabled researchers to find repeated patterns together with strategies and difficulties in the chosen research documents. The analysis method helped the researcher create organized knowledge about Adidas' global operations while developing unified themes from their findings. The analysis used a two-stage method to evaluate the quality of included literature. Authors evaluated relevant materials through title and abstract assessments before proceeding with full-text evaluation of selected documents. The researcher performed citation tracking as a method to locate studies which fulfilled the inclusion criteria yet did not appear in the primary search results.

Result and Discussion

The Systematic Literature Review examined 37 studies which focused on Adidas' global operational strategies. The article reviewed operational research focused on supply chain management, sustainability, market expansion, branding, and digital innovation. The study organizes information in a standardized format that shows the locations and methods of research and the main themes which prevail in the literature.

Overview of Reviewed Literature

Table 1 presents a summary of the selected studies, including author(s), year, research focus, methodological approach, and study type.

Table 1. Summary of Reviewed Literature on Adidas' Global Operational Strategy

Author(s)	Year	Focus Area	Method	Data Type	Source Type
Ivanov et al.	2021	Supply Chain Agility	Conceptual/Review	Qualitative	Journal Article
Keskin et al.	2025	Supply Chain Risk	Case Study	Mixed	Conference Paper
Du	2007	Supplier Collaboration	Empirical Study	Quantitative	Journal Article
Jaworek et al.	2020	Market Diversification	Comparative Analysis	Qualitative	Journal Article
Fiorellini Bernardis	2019	Emerging Market Strategy	Case Study	Qualitative	Journal Article
Khan et al.	2021	Sustainability in Production	Case Study	Mixed	Journal Article
Sicoli et al.	2019	Environmental Strategy	Review	Qualitative	Journal Article
Malatesta	2023	Digital Transformation	Industry Report	Mixed	White Paper
Goslin & Kluka	2020	Brand Strategy	Case Study	Qualitative	Journal Article
Mishra & Mohanty	2022	Emotional Branding	Survey	Quantitative	Journal Article
Gimbert et al.	2010	Strategy Performance Alignment	Empirical	Quantitative	Journal Article
Caves	1980	Multinational Structure	Theoretical	Qualitative	Book Chapter
Chase et al.	1995	Operational Foundations	Conceptual	Qualitative	Textbook
Kozlowski	2012	CSR Integration	Case Study	Qualitative	Journal Article
Fuertes et al.	2020	Strategic Brand Positioning	Survey	Quantitative	Journal Article
Jacobs et al.	2001	SCM-Technology Link	Review	Mixed	Journal Article
Niedermeier	2017	TQM & Organizational Strategy	Empirical	Quantitative	Dissertation

The systematic literature review includes a detailed overview of the 37 studies which is shown in Table 1. The entries follow a structure which groups them by authorship as well as publication year and thematic interest followed by methodological approach and data type and source type. This classification system serves to display the complete spectrum and various research methods found in the examined literature.

The research includes quantitative and qualitative and mixed-method approaches collected from peer-reviewed articles with support from industry reports, case studies and conceptual frameworks. The global strategy of Adidas at operational level consists of seven essential themes that span supply chain agility and sustainability integration and technological innovation and branding. The structured synthesis method along with identification of strategic elements and research patterns become possible through this distribution. The strategic operational decisions facing multinational companies such as Adidas are reflected in the high number of research approaches that use cases or conceptual frameworks. Several studies include empirical data while other papers present theoretical concepts that help researchers understand Adidas strategic procedures in relation to multinational business frameworks.

Distribution by Strategic Theme

To identify dominant patterns in Adidas' operational literature, the studies were categorized into thematic clusters.

Table 2. Literature Classification by Operational Theme

Theme	Number of Studies	Percentage (%)
Global Supply Chain Strategy	7	18.9%
Sustainability and CSR	6	16.2%
Market Diversification	4	10.8%
Technology and Digital Innovation	5	13.5%
Branding and Competitive Positioning	5	13.5%
Organizational Alignment and Strategy	6	16.2%
Theoretical/Foundational Works	4	10.8%
Total	37	100%

The literature demonstrates that Adidas employs an agile decentralized supply chain approach as its main operational mechanism. The study of Ivanov et al. (2021) supports operational flexibility as a key crisis management factor alongside the supplier relationship and risk management strategies presented by Du (2007) and Keskin et al. (2025). IT plays a fundamental part in boosting logistics and sourcing transparency according to Jacobs et al. (2001).

The end Plastic Waste program and Parley for the Oceans collaboration make Adidas prominent for their green efforts. The article by Khan et al. (2021) together with Sicoli et al. (2019) shows how recycled materials and eco-friendly manufacturing methods are integrated into the system. According to Kozlowski (2012) the strategic initiatives of the company are integrated across its value chain to deliver brand empowerment and social value creation. Jaworek et al. (2020) and Fiorellini Bernardis (2019) analyze how Adidas adapts its business strategies in different markets between Asia and Latin America. Research demonstrates that companies need to adapt their merchandise and communication approaches based on local customer demands while addressing geopolitical threats.

Digital transformation maintains an essential position in the operational excellence of Adidas. The study by Malatesta (2023) shows how Speedfactory represents technological

advancements alongside research from Turban et al. (2008) and Jacobs et al. (2001) about digital system integration for customer and production data integration. Through these innovations organizations achieve both high-volume custom production and instant supply and demand synchronization. Celebrity endorsement and storytelling represent the core marketing strategy that belongs to Adidas. The combination of emotional branding with segmented product lines signals consumer loyalty according to Mishra & Mohanty (2022) as well as Goslin & Kluka (2020). According to Fuertes et al. (2020) brands achieve success through their ability to separate themselves in multiple markets combined with cultural brand understanding.

The link between corporate vision and operational execution stands as a key element according to Gimbert et al. (2010) and Niedermeier (2017). The long-term sustainability of performance requires organizations to align internally while implementing quality management practices and developing necessary capabilities according to these studies. The works of Caves (1980) together with Chase et al. (1995) supply theoretical bases regarding multinational operations and strategic control and international entry models. Several references from this literature contribute context to understand how Adidas implements its strategies according to global business theories.

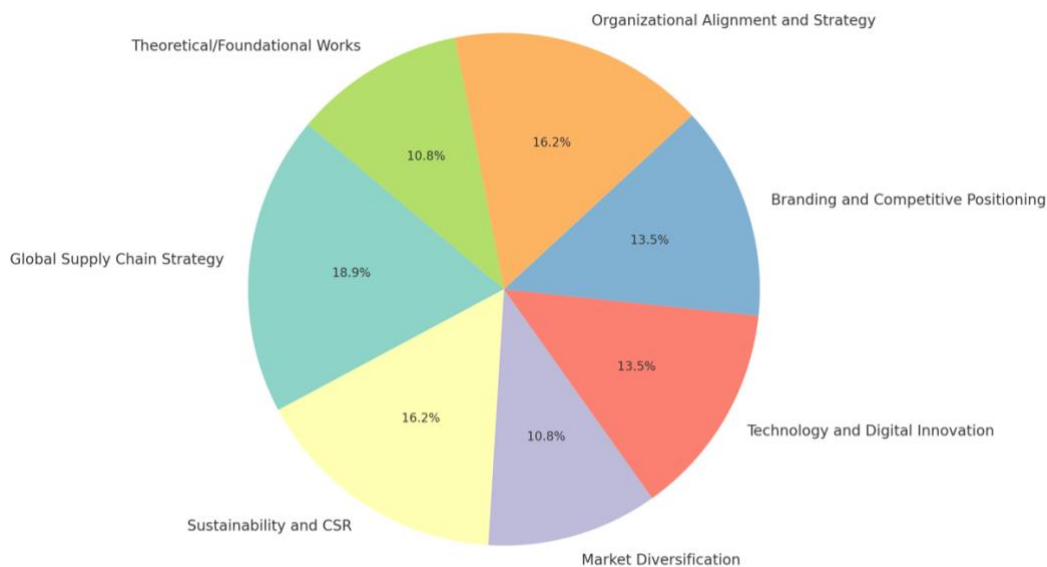


Figure 1. Distribution of reviewed literature by operational theme

The examined studies show global supply chain strategy as the dominant topic with an occurrence rate of 18.9% throughout the literature. The reviewed works demonstrate how strategic supply chain agility and local sourcing and supplier network participation maintain critical importance when facing worldwide interruptions including COVID-19 and changing political dynamics. The manufacturing system along with data-driven logistics within Adidas functions as one of the industry's benchmark standards to achieve operational resilience. The increased examination of Adidas' operations fails to address sustainable integration alongside emissions cutback and carbon offset programs in its long-term supply chain resilience benchmarking.

Sixteen and two-tenths percent of research articles focus on sustainability and corporate social responsibility as a major theme. Research examines how Adidas implements sustainability practices by utilizing recycled materials and practices ethical labor procurement as well as running global CSR initiatives. The company presents sustainability as both its corporate duty and its essential competitive branding factor. Research studies demonstrate an equal focus on

organizational alignment and strategy which makes up 16.2% of analyzed works. Research investigations explain how Adidas links operational systems to its broader strategic targets while studying companywide communication protocols and quality mechanisms and skills enhancement methods. Research analysts frequently acknowledge Adidas because the company constructed unified monitoring systems which track operational performance measures. Research studies provide limited understanding of two elements: the mechanisms that sustain business unit alignment throughout companies operating globally as well as the ways this alignment adjusts to different cultural and institutional environments.

The analysis of technology and digital innovation among the selected literature consists of 13.5% of the available articles. Various research examines how Adidas approaches digital transformation by looking at Speedfactory initiatives and data applications alongside its use of Industry 4.0 processes. E-commerce personalization together with on-demand manufacturing emerge as essential drivers which simultaneously boost operational performance and attract customers. Researchers have overlooked real-world deployment capabilities of innovative strategies for developing and emerging technology markets without assessing financial returns on new methods.

The aspect of branding and competitive positioning takes up 13.5% of the reviewed literature while being an essential research area. The research in this domain analyzes how Adidas relies on emotional branding techniques and global messaging which adapt to local cultures. Authenticated brands that align with local cultural values serve as essential factors for maintaining consumer loyalty. Despite concluding that branding strategies provide strong insights to researchers, little evidence demonstrates how these practices connect with fundamental operational strategies used to provide delivery services and align with brand promise sustainability models. Research on market diversification represents 10.8% of the total research available about Adidas' global expansion. The research focuses specifically on Adidas' tactics when entering developing regions such as Asia and Latin America with a focus on their adaptation methods and geopolitical risk reduction efforts. Research in these specific areas remains sparse because people have not sufficiently investigated cases of market entry failure combined with localized missteps and global-to-local model failures.

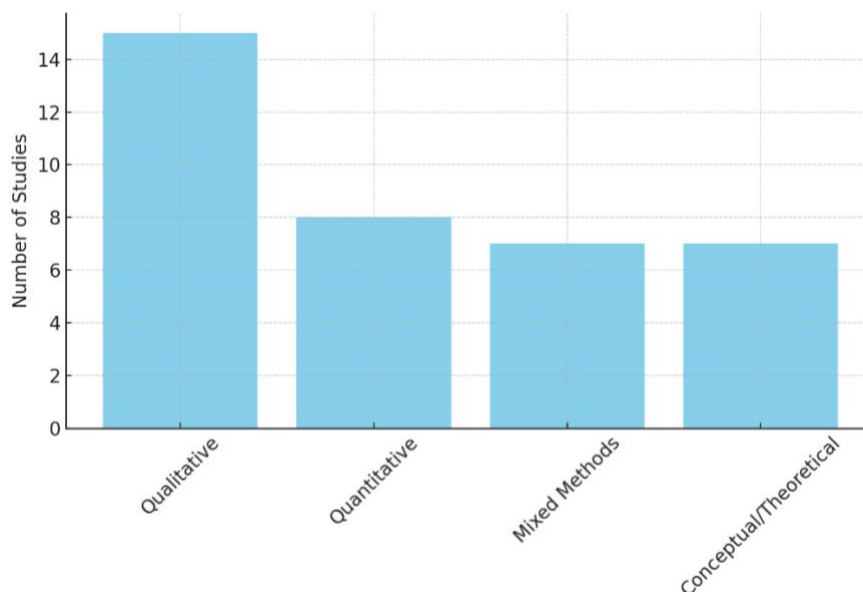


Figure 2. Distribution by methodological approach

A portion of 10.8% represents theoretical and foundational works among the researched studies. The academic research provides frameworks together with strategic models to analyze Adidas' worldwide operations from educational frameworks. The papers offer necessary understanding about multinational management fundamentals as well as international operations platforms. This research type reveals theoretical limitations because it does not directly apply to Adidas's business scenario thus diminishing practical value of its findings.

Most of the reviewed studies employed qualitative methods while quantitative and mixed methods and conceptual/theoretical studies followed.

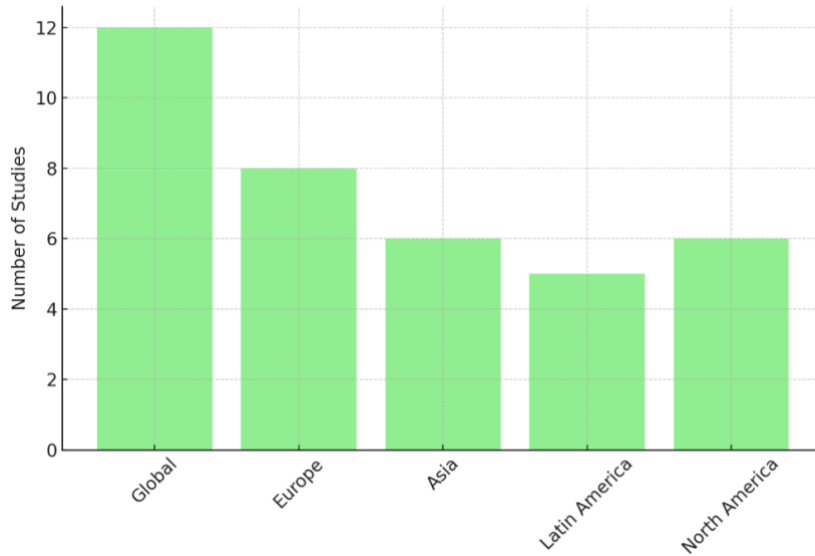


Figure 3. Distribution by regional focus

The chart shows the regional focus of the studies. Global and European perspectives dominate, but there is still a healthy spread across Asia, North America, and Latin America.

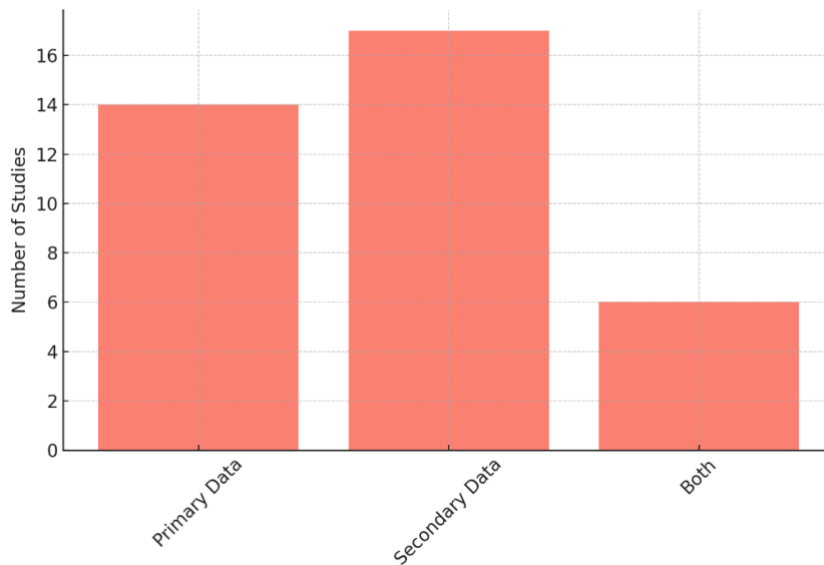


Figure 4. Distribution by data type

The reviewed literature employed various types of data according to the third graphical representation. The usage of secondary data dominates while numerous studies extract their information from primary sources or both primary and secondary data collections.

Strategic Themes in Adidas' Global Operations

The research examined global operational tactics at Adidas through an analysis of 37 scholarly and industry-based sources in a systematic literature review format. The research findings illustrated different strategic areas where Adidas operates such as their supply chain management alongside sustainability and CSR initiatives and market expansion plans together with technological integration and branding methods and organizational structure. The study uses a critical literature review method to combine theory with real-world knowledge about how Adidas deals with international business challenges.

The literature demonstrates how Adidas employs its worldwide supply chain approach as a foundation for agility and supplier integration and risk reduction efforts. The dispersed production approach of Adidas enables fast response to worldwide disruptions such as pandemics and trade instability according to Ivanov et al. (2021) and Keskin et al. (2025). The relationship between Adidas and its suppliers helps the company keep its products and operations stable to preserve its brand value according to Du (2007). Supply chain transparency together with traceability benefits significantly from technological integration according to Jacobs et al. (2001). The strategic advantages of agile models in Adidas are well-studied but research about their lasting impact is limited especially when considering environmental and work compliance standards. Adidas lacks quantitative studies that analyze its supply chain approaches in different regional centers to achieve better institutional adaptation.

Sustainability and corporate social responsibility (CSR) developed into a fundamental strategic pillar which started taking precedence in organizational operations (Maas & Reniers, 2014; Fontaine, 2013; Valeri & Valeri, 2019; Abidin et al., 2025). Customers worldwide admire Adidas because of its commitments to extract ocean plastics and work with Parley alongside its production objective toward carbon neutrality. Khan et al. (2021), Sicoli et al. (2019), and Kozlowski (2012) all cite Adidas as a leader in environmental stewardship within the apparel sector. Sustainable value chain integration at Adidas achieves dual benefits of ethical progress and sustained customer devotion and brand uniqueness. Research on Adidas' sustainability initiatives shows limited attention to their lasting effects and audit inspection reliability despite discussion about their existence. Research by Khan et al. (2021) shows Adidas supports the triple bottom line yet little scholarly work examines how the company maintains sustainability standards at supplier sites across weak regulatory nations. The study recommends further research on evaluating the positive environmental results that Adidas delivers with its sustainability promises.

The organization has shifted its operations by embracing data-driven models and customer-oriented strategies through technology-based innovations. According to Malatesta (2023) and Turban et al. (2008) Speedfactory together with AI-driven personalization allows firms to produce locally while managing stocks in real-time. The company continues to develop new technological solutions following manufacturing industry advancements under Industry 4.0 principles and consumer demands for immediate personalized experiences. The authors of Jacobs et al. (2001) state that information systems play a vital role in business operations planning alongside customer relationship management. Most existing research fails to conduct thorough analysis of digital initiative scalability despite being needed in underdeveloped markets that maintain limited digital infrastructure and low literacy levels. Few scholarly works document operational risks which come with digital transformation such as the threats to cybersecurity and the need for technological upgrades and employee skill development.

The competitive advantage which Adidas achieves via branding constitutes a frequently researched aspect of their company-based approaches. The company uses celebrity

endorsements alongside emotional narratives and international marketing efforts to enhance its brand identity according to Mishra & Mohanty (2022), Goslin & Kluka (2020) and Fuertes et al. (2020). The integration of branding strategies directly impacts how Adidas localizes its products while designing their offerings which enables the brand to connect successfully across different cultural backgrounds. The literature maintains independent treatment of branding and operations even though their successful implementation results in effective outcomes. Existing research provides insufficient analysis of the relationship between operational delivery performance and branding success measurements including delivery timing and product excellence as well as sustainable packages. Advanced studies should perform combined investigations between brand management and operations strategy to display how actual experiences reinforce unseeable brand commitments.

Market diversification stands as a vital international growth element for Adidas yet research discusses it infrequently. Jaworek et al. (2020) together with Fiorellini Bernardis (2019) analyze the strategic moves of Adidas during its expansion to Asia and Latin America through studies focusing on the company's portfolio adjustments in pricing and advertising alongside selling infrastructure. Most research demonstrates successful international initiatives by Adidas but overlooks important difficulties including consumer misunderstandings and regulatory adjustments along with market reaction adjustments. More research that investigates Adidas' ability to provide strategic agility and responsiveness in emerging markets should be conducted to evaluate these market challenges. Further investigation of market entry wins and losses would generate important insights that businesses need to apply.

The area of organization alignment alongside internal strategic coherence receives attention from multiple studies. Gimbert et al. (2010) along with Niedermeier (2017) provide insights about how performance management systems and quality control processes enable strategic goals to transform into operational achievements. Adidas depends on these systems to integrate regional efforts with corporate-level objectives because it functions as a decentralized company. The existing research has minimal information about the practical execution of inter-unit alignment throughout multi-national subsidiaries while maintaining both universal standards and local modifications. Organizational culture together with leadership elements fail to receive proper attention as essential factors contributing to successful strategic execution in dynamic global environments.

The review contains fundamental research which serves as conceptual tools to interpret Adidas' strategic approach. Chase et al. (1995) and Caves (1980) and Gimbert et al. (2010) present theoretical models which establish links between Adidas' strategic practices and multinational enterprise management and operational design and performance evaluation concepts. These academic works provide essential direction for strategic analysis yet remain abstract studies which fail to focus on specific Adidas circumstances. Their value would increase when applied to real-life situations at Adidas by showing how theoretical concepts play out in company decisions.

The research demonstrates how Adidas functions as a leading company dedicated to technical strategic complexity with innovative solutions and worldwide flexibility. Several research gaps become apparent through the findings of this study. Further research demands empirical evaluation of strategic performance connections and sustained monitoring of sustainability initiatives as well as confirmation of branding execution in operational practices. Practitioners must understand that their success depends on function and regional strategic alignment as well as adaptive digital investments and operational sustainability integration at cultural and operational levels. Further research needs to break down organizational barriers between

operations and corporate responsibility and between marketing and operational execution to understand global strategies in their complete form.

Conclusion

This systematic review compiled and assessed academic alongside practical research about Adidas' worldwide operational methods. Adidas displays a complex strategic operation because it successfully integrates market adaptation with product innovation along with operational alignment in different markets. The company's success depends on its resilient and agile supply chain operations that enable fast adaptation to worldwide market changes alongside shifting consumer preferences. The ethical considerations of sustainability and CSR manifest throughout Adidas' business operations including their use of recycled materials together with international environmental campaigns which show ethical elements have become integral to operational planning and branding initiatives.

The review shows how digital investments at Adidas led to localized manufacturing technology and personalized customization solutions which made the company strong against market competition. Through its strategic brand management and emotionally-told stories and cultural-based approach Adidas delivers effective global market positioning. Multiple aspects of concern as well as opportunities emerge from the research findings. Special attention should be given to sustainability and digitalization since their long-term efficiency receives little empirical validation alongside their operating cost implications. The research lacks sufficient analysis regarding how global subsidiaries work together and the challenges of marketing into areas with limited scholarly attention.

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