



COMPANY ANALYSIS

PUMA GROUP

TECHNOLOGY ENTREPRENEURSHIP (ENT600) : CASE STUDY

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TABLE OF CONTENT

ACKNOWLEDGEMENT	ii
LIST OF FIGURES	iii
LIST OF TABLE	iv
EXECUTIVE SUMMARY	v
1.0 INTRODUCTION.....	1
1.1 Problem Statement	1
1.2 Purpose of the Case Study	1
2.0 COMPANY INFORMATION.....	2
2.1 Company Background.....	3
2.1.1 Mission and Vision.....	3
2.2 Organization Structure	4
2.3 Product/Service Description.....	4
2.3.1 Product	5
2.3.2 Service.....	5
2.4 Technology.....	5
2.5 Business, Marketing and Operational Company	6
2.5.1 Business Strategy	6
2.5.2 Marketing Strategy	7
2.5.2.1 Product	7
2.5.2.2 Price.....	7
2.5.2.3 Place	8
2.5.2.4 Promotion	8
2.5.3 Operational Strategy.....	8
3.0 PRODUCT ANALYSIS.....	9
3.1 SWOT Analysis.....	9
3.1.1 Strength	9
3.1.2 Weakness.....	10
3.1.3 Opportunities	11
3.1.4 Threat	12
4.0 FINDINGS AND DISCUSSION.....	13

4.1 Findings	13
4.2 Discussion	15
4.3 Alternative Solutions to These Major Problems	16
4.4 Evaluation of Advantages and Disadvantages of Each Alternatives Solution.....	16
5.0 CONCLUSION	18
6.0 RECOMMENDATION AND IMPROVEMENT	19
6.1 Alternative Solutions choose to be Adopted	19
6.2 Justification of Choices	19
7.0 REFERENCES.....	20
8.0 APPENDICES	21

LIST OF FIGURES

	PAGES
FIGURE 3.1.1.3.1: STUDY FROM ENGEL ET. AL., 2016	10
FIGURE 3.1.2.1.1: COMPARISON OF NIKE AND PUMA	11
FIGURE 3.1.4.3.1: STATISTICS ON COUNTERFEIT CLOTHING	13
FIGURE 8.1: FRONT VIEW OF COMPRESSION TEE	21
FIGURE 8.2: BACK VIEW OF COMPRESSION TEE	21
FIGURE 8.3: GPS TRACKER	21
FIGURE 8.4: FOOTBALL PLAYER WEAR COMPRESSION TEE	22
FIGURE 8.5 CLOSER LOOK ON TEE BY ARSENAL FC	22

LIST OF TABLES

	PAGES
TABLE 1: COMPANY BACKGROUD	2
TABLE 2: PRODUCT DESCRIPTION	4
TABLE 3: SWOT ANALYSIS	9

EXECUTIVE SUMMARY

The following is case study that important and play a vital role for company to solve a problem. We managed to get a lot of new knowledge about business in the real world. We managed to get the chance and performing case study about Puma, global brand and sport retailer. This catch our interest, also develops research to solve problem of a product

Moreover, we did list down SWOT analysis which comprises Strength, Weakness, Opportunities and Threat. This emphasizes us to be more professional, and ready to face challenges. Through SWOT it does help a lot, to help you build on what is good, what are lacking, or even possible to maximize chances to become successful. By times company will able to update about future trends and new technology in sports.

Next, we do collected overall information about Puma Company at the beginning as to gather the idea. Then, we proceed with more detailing, precise and focus on solving product especially for Puma Compression Tee. I will discuss detail about problems and provide solutions toward problems.

1.0 INTRODUCTION

1.1 Problem Statement

The current challenge faced by Puma is that they need to compete with other company that serves good sport products and services. As we know, there are many other sports retailers that offer great services just like Puma. Puma always make promotions and big sales for their items. However, the quality for some of their products was hesitated by expertise especially in Malaysia.

The main product that I want to study is Puma Compression tee. The compression piece come with, four-way stretch compression fabric that feature Puma signature dryCELL moisture-wicking technology. The insert consist with 87% polyester and 13% elastane. This durable compression tee gives extra support in body key muscle zones and provide with laser cut ventilation for greater breathability.

However, behind all those advantages of Puma Compression tee, I had notice several problem. Firstly, it is expensive and not affordable. High chances of competitors to take advantages of consumer to buy their product such as Nike and Adidas that is more affordable. Next, there are no such items to improve sport performance for athletes on the tee. Thus presence of the problem, bring me forward to provide or offer solutions for it.

Moreover, to solve such a problem will ensure Puma branding work toward produce a technology improvement. Hence, Puma might be better than other competitors such as Nike and Adidas. In this study, I will explain more about regarding the company, the problems of the product and solutions to it.

1.2 Purpose of the Case Study

The purpose of this case study is to obtain detailed information about this product and its company to detect possible weaknesses and services on the aspects that can be taken to produce the best local sports brand in Malaysia. At the end of this study, the purpose is to assess that each company has the potential to succeed through how they implementation their company in conducting the business in terms of marketing, administration, operation and financial. That is one of the important aspects to make the company successful.

2.0 COMPANY INFORMATION

Name of the Business	PUMA
Business Address	PJ Trade Centre, Block A Level 6, No 8 Jalan PJU 8/8A, Bandar Damansara Perdana, 47820, Petaling Jaya, Selangor
Website	https://my.puma.com/
Telephone Number	03-7726 0003/ 1800-819-821
Email	service@sea.puma.com
Shopee	https://shopee.com.my/pumamy.os
Form of Business	Sports
Main Activity	Sports Retailer and Supplier
Operation Time	Monday to Friday, 10am to 10pm (Excluding Public Holidays)

Table 1: Company background

2.1 Company Background

PUMA is one of the world's foremost sport lifestyle companies that designs and develops footwear, apparel, and accessories. It is committed to working in ways that contribute to the world by supporting Creativity, Sustainability and Peace, and by staying honest to the principles of being fair, honest, positive, and creative in decisions made and actions taken.

PUMA starts in Sport and ends in Fashion. It is Sport Performance and Lifestyle labels comprise various categories such as Football, Running, Motorsports, Golf and Sailing. Sport Fashion features collaborations with renowned designer labels such as Alexander McQueen, Mihara Yasuhiro and Sergio Rossi.

The PUMA Group owns the brands PUMA, Cobra Golf and Tretorn. The company, which was founded in the year 1948, and it distributes its products in more than 120 countries; Puma employs more than 9,000 people worldwide and has headquarters in Herzogenaurach (Germany), Boston, London, and Hong Kong.

2.1.1 Mission and Vision

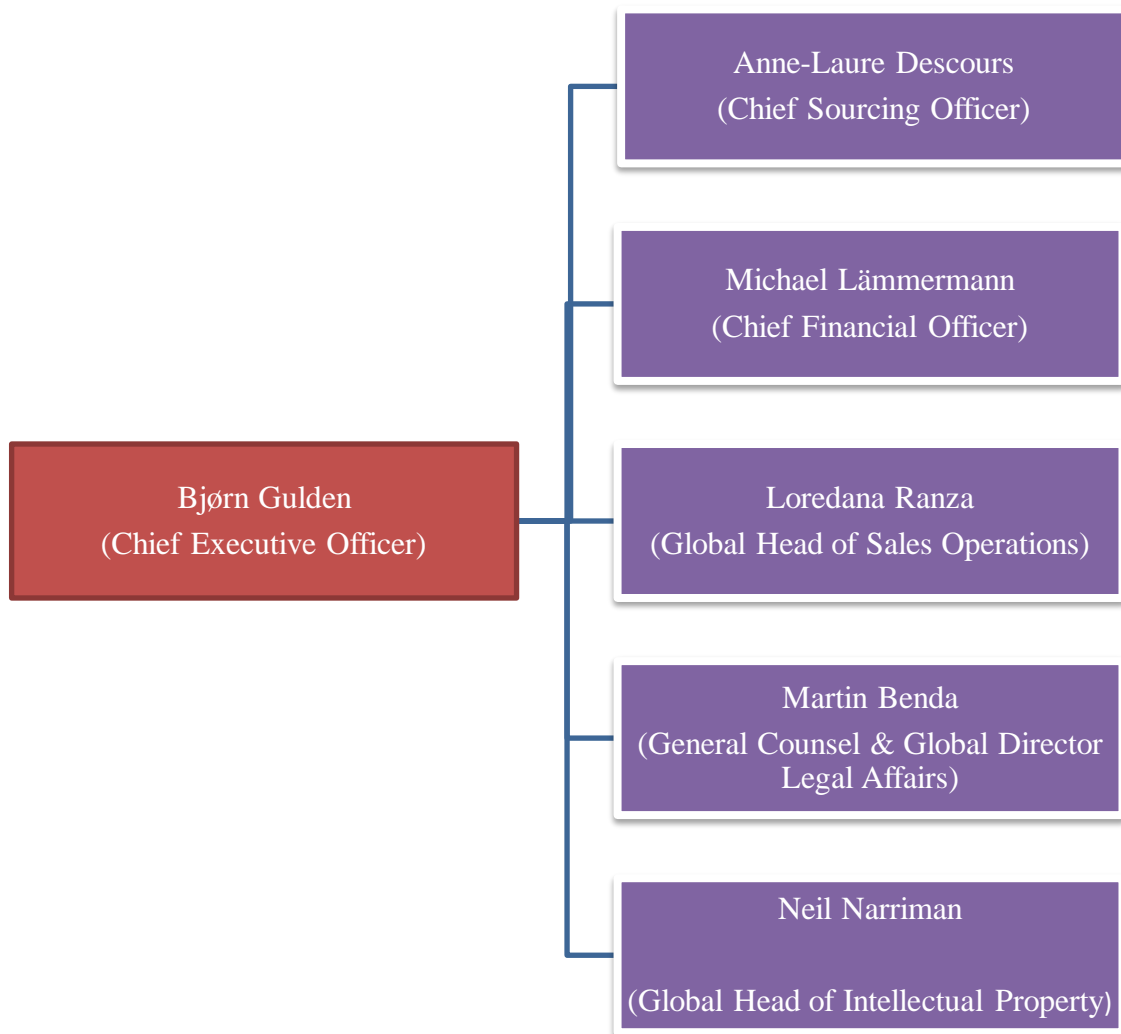
Mission

- PUMA mission unites PUMA's corporate social responsibility activities and Initiatives, guiding PUMA's work, partnerships, and engagements worldwide.

Vision

- PUMA Vision provides their company, their employees, and all their stakeholders with the 4Keys – Fair, Honest, Positive, and Creative. These 4Keys act as a compass that always keeps them true to their vision of a better world –PUMA Vision – guiding all their decisions, actions, processes and practice.

2.2 Organization Structure



2.3 Product/Service Description

PRODUCT/SERVICE DESCRIPTION	
PRODUCT NAME	Puma Compression Tee
IMPORTANCE PRODUCT CHARACTERISTICS	Sport Apparel
SPORT PRACTICES	Training, Gym, Football, Running
PRICE OF PRODUCT	MYR 239
SPECIAL DISTRIBUTION CONTROL	<ul style="list-style-type: none">• Store• Puma Delivery

Table 2: Product Description

2.3.1 Product

Puma Malaysia has produced a quality product to develop faster athletes in this era. The brand had reputation for fast and innovative product designing to enhance performance for high performance athletes or recreational athletes. The Puma performance products offer such as apparel, footwear, training gear, sport equipment and accessories. Athletes who seek for Puma product would always love to wear with proud. Thus, to be specific we will discuss regarding Puma Compression Tee/Shirt. It can be wear by team sport athlete to play with confidence.

2.3.2 Service

- ***Shipping and Delivery***

This service is provided for all around Malaysia. All that is left to do now is to wait for your parcel to arrive at your doorstep. This service you can apply either in the official Malaysia Puma website or order from our official store in online shopping sites in Shopee, Lazada, and Amazon

- ***Return, Refund and Exchange***

If you wish to return your order, you can do so within 14 days of receipt on your orders. Please bear in mind that returns are only applicable to selected products. To initiate the return process, please contact our customer service and share with us your order number and the product you would like to return. Returns are however not applicable for gift cards and shoe care. For hygiene purposes, returns are not acceptable for personalized products once the order has been made.

2.4 Technology

Puma is special with their unique innovation throughout sport, health and fitness product. Their principles are imagination, peace and sustainability. “Puma starts in sport and end in fashion” the business concentrated on category such as running, golf, training & gym, football and etc. (Puma, 2011) Puma workout gear been produce with modern art material and advanced technology that enable exercise practitioner to gain from their performance.

Puma compression shirt not just focused on design. Thus, their breathable material and ergonomic cuts are been detailed. Exercise enthusiast can do their best without restriction. Malaysia is equatorial climate, often being hot, humid, and rainy throughout the year. Puma been released their training gear through many variations that help athletes to solve their problem such as lightweight gear, ergonomic design and easy to carry.

Puma had develop their own technology been named Puma CELL. They come up with various function, that tolerating with human physiological and environment. There are 5 of it whereas, warm CELL; Thermal insulation, dryCELL; Moisture management stormCELL; Weather protection windCELL; Wind protection and coolCELL; Climate control

To be details on dryCELL technology by Puma is moisture-controlling that draw sweat away from the skin. It helps athlete to stay comfortable and keep dry during games or competition. Puma made with polyester and feature new generation of microfiber. This microfiber transport moisture away from the body and spread it all over a wider surface area of the fabric. The design not only focusing on faster drying, also they are minimizing fabric cling to the skin.

The microfiber channel moisture to the outer layer of the vest, inner layer of the apparel remain dry and cool. Moreover, the training vest is less saturated and drying faster. Puma dryCELL technology incorporated with many sport clothing products. This technology is featured, when purchasing authentically and original from Puma. The dryCELL logo been printed on bottom part of the compress shirt

2.5 Business, Marketing and Operational Company

2.5.1 Business Strategy

Puma has relentlessly pushed sport and culture forward by creating fast products for the world's fastest athletes. For more than 70 years, we draw strength and credibility from our heritage in sports. Currently there are 31,256 puma stores and distributes its product in more than 120 countries. In Malaysia, there are about 18 official puma stores which mostly of them located in Penang, Selangor and Kuala Lumpur

Puma has been helping, inspiring and guiding athletes and consumers for countless years in their sporting experiences. We were and still inventing and innovating products for our beloved customers and athletes who are keeping their trust with us to produce most quality and affordable sports product. With all the experience the company had since past 7 decades, 13,000 employees in our stores

who have passion in sports and recognizing puma as one of the best sports brand in the world.

Puma is not only focus their products on their quality, the company knows that design of the products also plays a major role on each products 'sale because great design product would likely to attract customers interest. So the company will take this matter seriously and hire experience and professional designers to design our products to satisfy customers demand and receive their interest upon the products we made.

2.5.2 Marketing Strategy

Puma has utilized the 4 principles of marketing which product, place, price, and promotion.

2.5.2.1 Product

Regarding the product, puma have been involving themselves innovating products to various types of sports like football, running, golf etc. The company supplies products for its customers at a low cost to give chance to all population who loved sports to try using the best quality of sport product at a lowest cost as possible.

We also sponsoring the best athletes to use our latest products to get their honest feedback and to receive great attention and trust from others customers and athletes.

2.5.2.2 Price

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.

2.5.2.3 Place

Puma is structured into 5 regions, Europe, EEMEA (Eastern Europe, Middle East and Africa), North America, Latin America and APAC (Asia and Pacific). The reporting layer of APAC was dissolved in 2015 due to heterogeneous nature of the Asian markets, giving them the direct access to Puma's global organization. Puma has three types of distribution channels, wholesale, Puma owned and operated retail stores and e-commerce stores.

2.5.2.4 Promotion

The promotion strategy for Puma is almost same across different countries. Generally international sports stars are appointed brand ambassadors. Puma has national brand ambassadors from each country of its presence. It has been endorsed by a number of legendary athletes, one of them is Usain Bolt Puma also sponsors various clubs, teams and associations across the globe as a part of its promotional strategy.

Puma also launched various interesting and innovative campaigns to engage customers. One such campaign is the peel off sticker campaign as a part of "Run the Streets" campaign. During this campaign, they put 2000 stickers in the form of Puma's logo in Bugis MRT station in Singapore. These stickers were offering 30% discount off the next Puma purchase.

Puma is also strongly present in digital platforms, and social media. Hence this gives an overview on Puma marketing mix.

2.5.3 Operational Strategy

The core businesses of Puma Group are manufacturing, developing, designing, distributing and marketing of sport products. Today, Puma have 20 stores around Malaysia. Puma products are mainly sold via stores as well as e-commerce channels due to the increasing Internet savvy consumers.

They start producing a variety of products such as football and basketball apparels to grow their company and fulfill customer needs. Following that, it requires a well detailed plan and by reach its objectives, they can succeed this plan.

Puma store operational hour is opened every day exclude public holiday. Puma stores located in many different places in Malaysia. Clients can enjoy official Puma brand and find their sport needs.

Opening Hours

- **Monday – Sunday : 10am – 10pm (exclude Public Holiday)**

3.0 PRODUCT ANALYSIS

3.1 SWOT Analysis

STRENGTH	WEAKNESS
<ol style="list-style-type: none">1. Superb quality2. Increase flexibility and reduce muscle soreness3. Impact on faster recovery	<ol style="list-style-type: none">1. Not affordable2. Not improve our sport performance3. Too tight
OPPORTUNITY	THREAT
<ol style="list-style-type: none">1. New target market on apparel2. Various of choices3. Producing durable compression shirt than others	<ol style="list-style-type: none">1. High competition2. Different price range on apparel product3. Increase counterfeit product

Table 3: SWOT Analysis

3.1.1 Strength

3.1.1.1 Superb Quality

As been mention on the quality product, Puma develop dryCELL technology that make you stay dry even you sweat a lot during training or competition. dryCELL absorb moisture on the skin and release in a drier environment for it to evaporate. Thus, makes athlete to stay dry as well as cool since human body releasing heat. A soaking wet shirt will cause discomfort for the athlete, result in body odor.

3.1.1.2 Increase flexibility and reduce muscle soreness

Compression tee is well believed to help you maintain or improves your Range of Motion (ROM). When athlete exercise or perform workout, it involving lot of different movement such as stretching, jumping, lifting. Compression tee will support this moves get you a proper ROM. Wearing a loose shirt or normal polyester shirt sometimes will increase risk of getting injury. Flexibility from this tee offer athletes to exercise well and in a safe manner. Next, some research found that wearing compression shirt effective for muscle soreness and fatigue. The effect not only happens when athlete exercise but it last until after workout.

3.1.1.3 Impact on faster recovery

One study by Engel et al., 2016 review about compression shirt. Author stated that endurance athlete should benefit from improved lactate elimination, reduce muscle pain and inflammation during recovery. Hence, for elite athletes it is very suitable for them to wear compression tee as it will optimize their performance. Famous professional athletes, that wear compression shirt. Such as Usain Bolt, Neymar, Marco Reus, Sergio Agüero who's been fully sponsored by Puma.

If compression clothing is worn during and following intense or prolonged endurance exercise athletes should benefit from improved lactate elimination, reduced muscle pain, damage and inflammation during recovery. These processes are likely due to reductions of muscle oscillation during exercise, improvements in clearance of metabolites through improved blood flow, lymphatic outflow and reduced space for swelling. Potentially, this might improve recovery and enhance subsequent performance.

Figure 3.1.1.3.1 Study from Engel et al., 2016

3.1.2 Weakness

3.1.2.1 Not affordable

Since it is international brand, price may slightly higher than local brand. The price (RM 239) often fix because less demand. Athletes can own almost same quality compress tee with lower price from other company, such as Nike Compression shirt RM 129 (Nike Malaysia) and al-Ikhsan the price is more affordable. People need to wait for promotion to get discount from Puma.

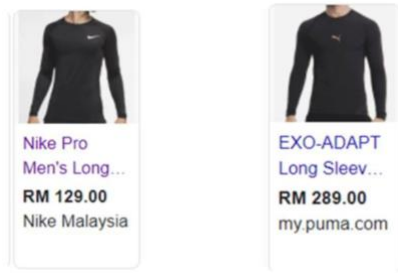


Figure 3.1.2.1.1 Comparison between Nike and Puma price on compression shirt

3.1.2.2 Not improve our sport performance

By wearing the compression shirt, doesn't mean it grow muscle itself and increase your strength unless athlete working out on it. This is not device or any technology gear that help athlete to track performance and give biofeedback. Puma compression shirt act to support and improve upper body blood circulation. If athlete wear this compression it help athlete to do proper workout such as correcting body posture and body alignment.

3.1.2.3 Too tight

This problem happens among beginner or novice athletes. They might feel discomfort whereby it is too tight; maybe they think it will limit their movement. Compare when you just wear polyester, sublimation shirt or jersey. The optimal pressure point for each garment might not work optimally with different kind of body type. The role to support muscle flow might change to giving you muscle soreness. This is true even with various types of running-compression styles. Functional compression shouldn't hurt while exercising

3.1.3 Opportunities

3.1.3.1 New target market on apparel

According to Compound Annual Growth Rate (CAGR), apparel and footwear industry it expected highest growth in Asia country such as Vietnam, Saudi Arabia, and India. Puma can emerge market more on Asia, they can search to expand their market share. Puma can pay attention on produce more compression tee with a trending design it may attract consumer especially athletes to purchase. When supply exceeds demand, the price will fall.

3.1.3.2 Various of choices

Compression tee come with various styles, it can be wear in long or short sleeves. Come in with all shapes, styles, colors and size. For example, design for body builders and marathon runners are different. Puma can widely supplies compression tee upon to running, gymnasium, and kit for training. Hence, it will increase their sales development.

3.1.3.3 Producing durable and sustainable compression shirt than others

Compression shirt is not 100% fully beneficence to athletes after wore more than a month. Puma has chance to collaborate with others technology industry to produce a durable and sustainable compression shirt. More or less give challenge on other near competitors such as Nike and Adidas. Sustainable development encourages us to conserve and enhance our resource base, thus avoid over consumption of our natural resources. Sustainability is key value of Puma (Bjørn Gulden, 2018)

3.1.4 Threat

3.1.4.1 High competition produces apparel

This is common threat among top international sporting brand such as Puma, Adidas, and Nike. This company always needs to keep updated on global trends for sporting brands. For example on apparel, nowadays consumers are looking for lightweight, simple and qualities that is affordable. The key is to keep doing innovation and do change. Once Puma not making any innovation to the apparel, consumers will look into others company that following global trends.

3.1.4.2 Different price range on apparel

This is nightmare for Puma, whereas Nike and Adidas sell compression tee with cheaper than Puma does. In term of quality, Puma lead because of its sustainability and durable rather than other competitors. Puma need to develop their own attraction to convinced, and pursue high income country to get interest from Puma sponsorship. Puma should priorities the detail on the product, so that enable for consumer to notice quality of Puma that not expose by other brands. Athlete will satisfied with valuable tee and price much more reasonable.

3.1.4.3 Increase in counterfeit product

There are always irresponsible companies that will copy, the genuine of Puma apparel and sell them at lower price. Counterfeit always aim for profits and copying it without any permission as soon as the original arrived at the market. Each time consumer buy counterfeit good, company loses revenue. In United States, it is illegal to own a counterfeit product. By purchasing, its means you are supporting criminal activities.

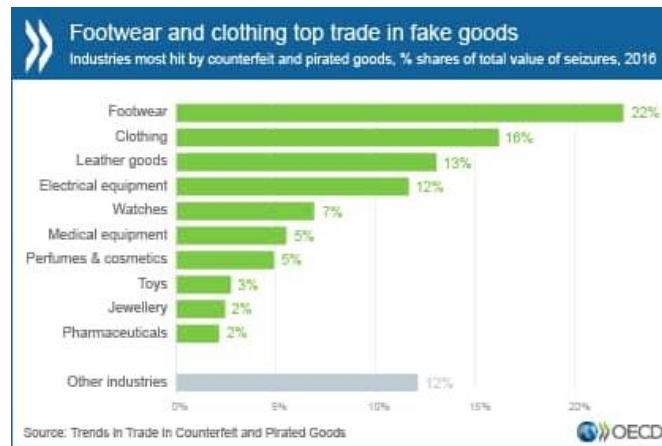


Figure 3.1.4.3.1 Percentage on counterfeit clothing

4.0 FINDINGS AND DISCUSSION

4.1 Findings

Puma has develop compression shirt with dryCELL technology, which there is moisture-controlling that draw sweat away from. Otherwise, it support to improve blood flow and enhance performance for professional athlete. However, several issues had been found regarding this product;

4.1.1 Not affordable and quite expensive

Puma top quality compression shirt result in high price, rather than other brands such as Nike and Adidas. High income group may able to buy, and enjoy the quality featuring technology from the shirt. However, low income group may find other brand that is more affordable to buy and almost had the same quality.

4.1.2 Compression tee is not a technology device

Compression tee is not able to help athlete by giving quantitatively data. It is just myth that when athlete wears this automatically it will increase their sport performance. However, by wearing the compression shirt it does support your performance in sport. As an example, when in competition, generally athlete will sweat a lot especially in a hot weather, with this compression it will help to minimize the discomfort and improve blood flow.

4.1.3 Too tight

It is not suitable for novice athletes to wear. They might think of by wearing this it will limiting their movement. When 'specific' four-way stretch material not meets in athlete body, it might cause muscle soreness. By times athletes need to adapt to this type of garment to make it functional to help support your body ability to increase performance.

4.2 Discussion

The compression shirt produce by Puma had their advantages and disadvantages for user. As been state in findings, (3) issues had been ruled out. It is needed to improve and overcome;

First issues that have been mentioned are not affordable and quite expensive. As we know, to compare with Adidas and Nike compression shirt, Puma come with premium price. Puma need to ensure that client will buy the product with satisfaction means the quality meet the standard and the price. Detailing on the quality of the product had high chance to athlete/client purchase it and experience the difference with the quality by Puma.

Next, the second problem that had been identifies are too tight. Novice athlete will experience discomfort if they are unfamiliar with this kind on apparel types. Athlete always need to wear those compress shirt to enable them cope with the problem. They need to wear compression in any type of physical activity such as when perform field training, gymnasium, or even when for swimming. It able to make the athlete familiar with it and may be the aid to support and enhance performance.

Lastly, problem that need to be improve are compression tee is not a technology device. It is fact that compression shirt unable to track data quantitatively, it may enhance on qualitatively, athlete can develop their own task-intrinsic feedback on his/her performance. An improvement can be made on producing both on quantitatively compression shirt. A Global Positioning System (GPS) can be place on specific part on the compression shirt. It will able athlete to track their data such as acceleration, when sprinting.

4.3 Alternative Solutions to These Major Problems

Problem 1: Not affordable

- Make it cost-effective
- Detailing about the quality of dryCELL technology on the product

Problem 2: Not improve sport performance

- Add device on this compression (GPS tracker)
- Benefit both in qualitatively and quantitatively of the product
- Give biofeedback that is more accurate for coach to plan

Problem 3: Too tight

- Athlete need to adapt by wearing it every training session
- It then can change from discomfort , to comfort
- From feeling of muscle soreness to muscle development

4.4 Evaluation of Advantages and Disadvantages of Each Alternatives Solution

Problem 1: Not affordable

Solution: Ensure product worth it to buy, Puma should detail the qualities of compression tee. Such as there are target compression zones for extra support and muscle stabilization.

Advantages:

- Compression tee quality meet the standard and needs for professional athletes

Disadvantages:

- Not often got discount or promotion for the compression shirt.
- Cannot change the value of compression tee price since it is high quality.

Problem 2: Not improve sport performance

Solution: Provide a device that can give two function, sweat-control compression piece and GPS track to measure high performance athletes.

Advantages:

- It is 2 in 1 product that benefits athletes and coaches, complete with good compression piece and GPS track for high performance athletes.
- The device can measure quantity data and more accurate on performance.

Disadvantages:

- Involve a lot of money to produce the technology device.
- Require time and effort of professional to handle, learn, and adapt to measure and comparing specific data performance for athletes.

Problem 3: Too tight

Solution: Athletes need to wear the compression piece frequently, by times athlete will adapt to it and ensure the comfort.

Advantages:

- Correctly wear compression shirt, do improves blood circulation throughout upper body
- Do regulate body temperature and muscle stabilization for the athletes

Disadvantages:

- Might cause discomfort and hinder the athletes' performance.

5.0 CONCLUSION

To put in nutshell, Puma did a great job on producing a compression shirt, which may be beneficence on athlete. There are rooms for improvement for Puma, by always fill up the gap to create a better athletes. There is important point that leads to weak production which is too pricey and no technology features.

As company manufactured a lot of compression shirt, company had a high chance to beat the competitors with addition of GPS tracker on compression shirt. So then, it will create a better product that is up to date and meet this era needs nowadays, Athlete could benefit with their tracking data such as their acceleration, speed, measure total distance and etc. They can record it and do comparison to improve their fitness. To have a new addition technology there a lot of plan should be precise. A lot of strategies to consider, it is company financial and operational strategies. It can be fulfill with a good management teams to make it reality and bring success for company.

Moreover, use of GPS tracker will bring a new features of technology in the compression shirt and meets the sports science standard. This tracker would be able for coach to train athlete based on quantitative data that is more accurate rather than just qualitative observed. There a lot details or steps that should be done by company to ensure the innovation on a product meet needs for athletes, compete in markets and increase its sales. By implementing SWOT analysis, company can held a planning and discuss further about strategies that can be applied. Thus, Puma Company can make decisions about best path of the innovation. Identify any opportunities for success in context of threat that able to clarify directions and choices. In addition, it helps to explore more about sales, productivity and product development. Outcome of this research enable to explore sports science technology among athlete. Able for me to observe, learn, and connect to new ideas to improve one product by doing this effective case study. The products that will be develop, of course cost-effective, quantitative analysis on performance and attractive features for both coaches and athletes.

6.0 RECOMMENDATION AND IMPROVEMENT

Puma are one of global brand company that is very famous around the world. Puma has shown a very good improvement throughout the year in much aspect. The product had been developed and manufactured by Puma compete with others famous brand such as Adidas, Nike, Under Armour and etc. Puma had developed compression kit to ensure a better performance for athletes. However, several weaknesses had been address on the product and improvements should be done. Puma come with a classic function of compression piece. Puma can develop a compression shirt that increases athlete sport performance with a GPS tracker. Moreover, it can be benefit for exercise enthusiast, to record data and track their performance

6.1 Alternative Solutions choose to be Adopted

- **Problem 2 – Not improve Sport Performance**

Solution: Improve the compression shirt with adding device/GPS tracker on the product. It can be place on the back of the shirt. The device comes with small, light, and easy to carry. Next, it can connect to phone for video analysis. It designed to push performance to new insight

6.2 Justification of Choices

The solution is believed to solve in tracking athletes performance. In today globalization era, sport science research and development been improves. Demand of sports science technology also increases. By produce this product, it ensure either individual or team sport would looking forward to purchase. It is complete to check performance with analysis, measuring speed, and total distance. Lastly, Puma is very famous sport brand, come up with device technology do attract athlete especially for team sport. Example; football, rugby, and etc

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8.0 APPENDICES



Figure 8.1: Front view of Compression Tee



Figure 8.2: Back view of Compression Tee with GPS tracker



Figure 8.3: GPS tracker help to monitor performance



Figure 8.4: Football player wearing Puma compression Tee



Figure 8.5: Closer look on Compression tee by Arsenal FC