

REVIEWER'S REPORT

Manuscript No.: IJAR-58963

Title: From Globalisation to Geopolitics: How Are Multinational Companies Redesigning Their Global Strategies?

Recommendation:

Accept as it is

Accept after minor revision.....

Accept after major revision

Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality		✓		
Clarity	✓			
Significance		✓		

Reviewer's ID: JPR-002

Detailed Reviewer's Report

The manuscript titled “From Globalisation to Geopolitics: How Are Multinational Companies Redesigning Their Global Strategies?” addresses a highly relevant and contemporary issue in international business by examining how geopolitical developments are influencing the global strategies of multinational companies. The paper has a clear and meaningful focus on the shift from cost-oriented global value chains towards resilience, security, diversification, reshoring, nearshoring, and friend-shoring, and the topic is particularly significant given recent developments in international trade, supply-chain disruptions, technological restrictions, and geopolitical tensions. The introduction provides a reasonable background to the study and clearly identifies the growing importance of geopolitical factors in multinational strategic decision-making. The research objectives and research questions are generally aligned with the central theme of the paper, although they could be stated more concisely and linked more explicitly to the subsequent analysis. The literature review covers important theoretical and contemporary perspectives, including Dunning's OLI paradigm, Ghemawat's CAGE framework, institutional theory, and Farrell and Newman's weaponised interdependence framework, which provides a useful theoretical foundation for the study. The identification of a research gap concerning the limited synthesis between classical international business theories and recent geopolitics-oriented literature is relevant and provides justification for the study. The methodology appropriately adopts a qualitative secondary research design and describes the use of literature sources, search terms, inclusion and exclusion criteria, PRISMA-related procedures, and thematic synthesis; however, the methodology would

REVIEWER'S REPORT

be strengthened by providing more precise information about the number of sources identified, screened, excluded, and finally included, together with a clearly presented PRISMA flow diagram and more systematic database-search details. The findings provide useful discussion of the increasing importance of geopolitical risk, changes in multinational sourcing strategies, sector-specific restructuring, and the role of governments through tariffs, export controls, and industrial policies. The sectoral illustrations involving semiconductors, critical minerals, manufacturing, and pharmaceuticals add practical relevance and help demonstrate how geopolitical considerations interact with economic feasibility. The discussion successfully connects the findings with the selected theoretical frameworks, particularly by relating geopolitical alignment to location advantages and supply-chain vulnerability to weaponised interdependence. Nevertheless, the theoretical contribution could be developed further by explaining more explicitly how the proposed integrated conceptual model extends or modifies existing theories rather than mainly applying established frameworks. The paper would also benefit from greater critical comparison among conflicting findings in the literature instead of primarily presenting supportive arguments for geopolitical restructuring. The discussion of benefits and emerging trends is relevant, but some claims would benefit from stronger empirical evidence and clearer differentiation between evidence obtained from peer-reviewed academic literature and evidence drawn from consultancy or institutional reports. The conclusion is consistent with the main arguments of the paper and appropriately recognises the trade-off between efficiency and resilience, while the limitations section provides a useful acknowledgement of the dependence on secondary sources, limited access to some full-text materials, and concentration on US-China relations and selected sectors. The recommendations for future research are appropriate, particularly the suggestion to undertake empirical studies and comparative research involving Europe, India, and Southeast Asia. However, the manuscript requires language and grammatical revision throughout, as several sentences contain awkward constructions, repetition, typographical errors, and unclear expressions that reduce readability and academic polish. For example, some statements in the introduction and significance sections contain grammatical inconsistencies and should be carefully edited. The references are generally relevant to the topic and include several important academic and institutional sources, but the reference list should be checked carefully for consistency with the required citation style, completeness of bibliographic information, and accuracy of URLs, publication details, and DOI information. Overall, the manuscript deals with an important and timely research topic, demonstrates good awareness of major international business theories and current geopolitical developments, and provides useful conceptual and practical insights into the changing strategies of multinational enterprises. However, improvements are required in methodological transparency, theoretical contribution, critical synthesis of literature, empirical support, academic

International Journal of Advanced Research

Publisher's Name: Jana Publication and Research LLP

www.journalijar.com

REVIEWER'S REPORT

language, and presentation before the manuscript can be considered for publication. The paper is therefore recommended for **Minor Revision**, with particular attention to strengthening the systematic review methodology, clarifying the theoretical contribution, improving critical discussion, and undertaking comprehensive language and formatting corrections.