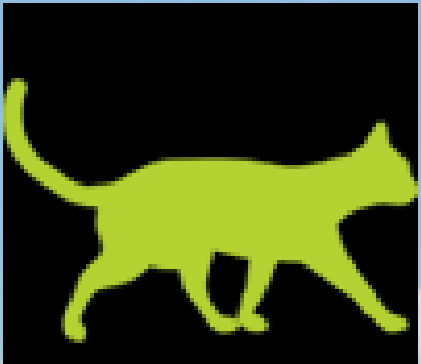


Customer Experience

at

IKEA



This is
IKEA



THE SWEDISH PATRIOT



Vision & business idea



Our vision

To create a better every day life
for the many people



SUNDAVIK
Cot
€99





Our business idea

To offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.

Culture & values



Our culture & values

A social system, built on our shared values and referred to as the IKEA way.



IKEA key values

- Togetherness
- Caring for people and planet
- Cost-consciousness
- Simplicity
- Renew and improve
- Different with a meaning
- Give and take responsibility
- Lead by example

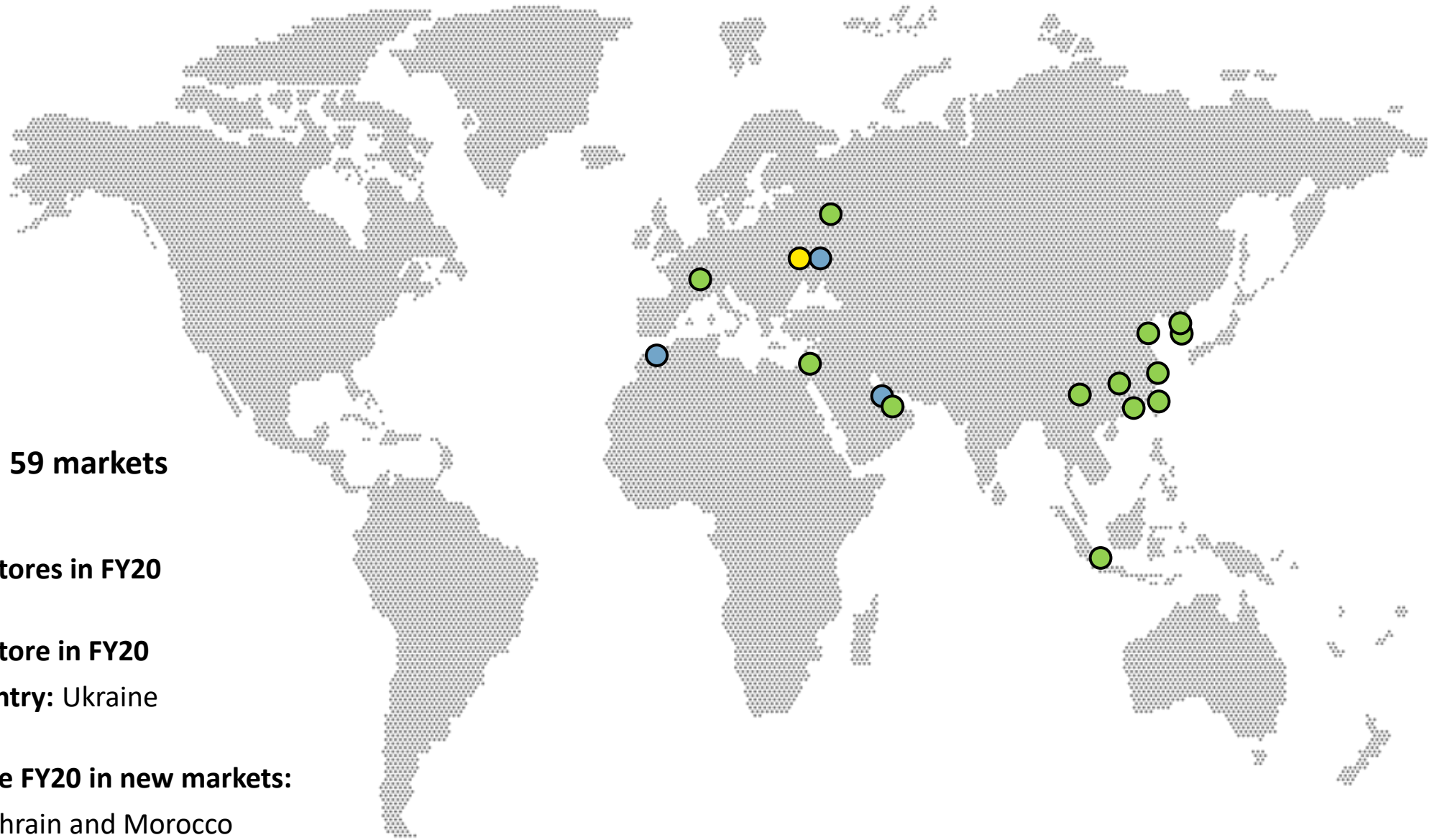
IKEA in total



443

IKEA stores in 59 markets

- New IKEA stores in FY20
- New IKEA store in FY20
in new country: Ukraine
- E-commerce FY20 in new markets:
Ukraine, Bahrain and Morocco





IKEA retail sales 2020

39.6 billion Euros

FY20



217 000 Ikea co-workers

500+ Ikea sales locations

4 billion Ikea website visits

+45% online retail sales compared to FY19



¡Vuelven nuestros favoritos!

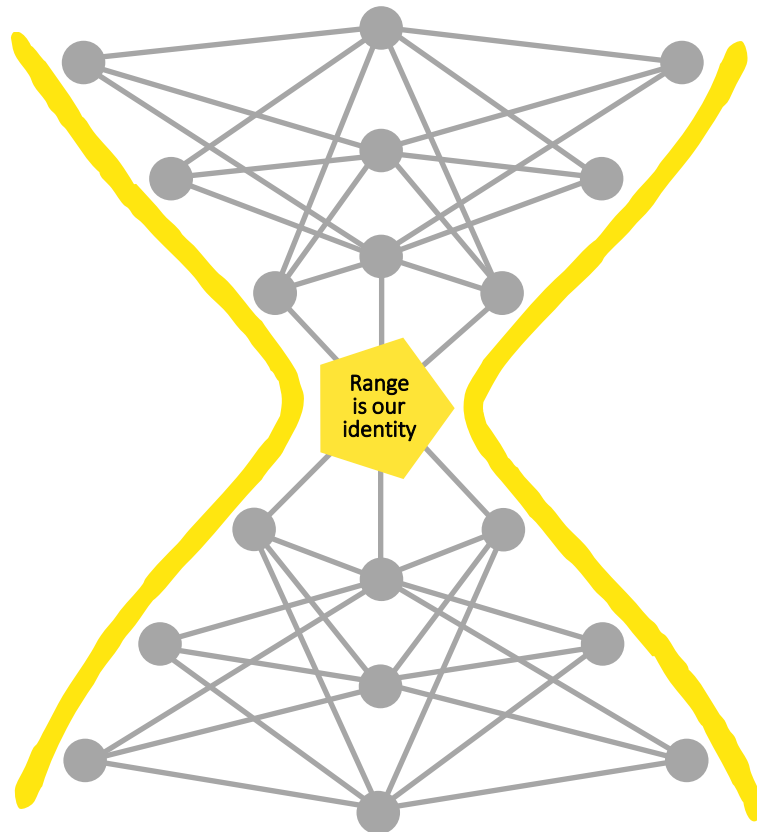
GOYA 47



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IKEA business model

The many people



The many partners

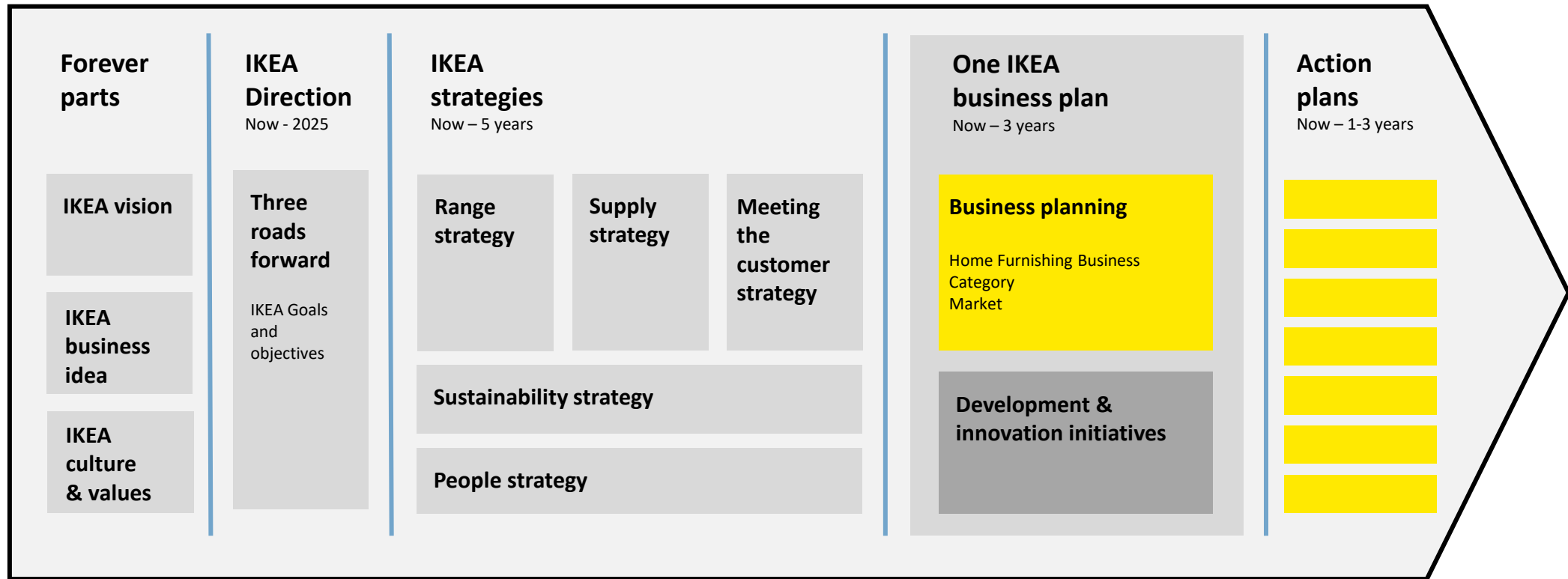


Three Roads Forward

1. Make IKEA affordable for people who cannot afford IKEA today
2. Reach and interact with many more of the many people, where they are
3. Create a positive impact for people, society and the planet



IKEA strategic landscape



IKEA organisation



The IKEA franchisor owns and develops the IKEA Concept

- Inter IKEA Systems B.V. is the owner of the IKEA Concept and worldwide IKEA franchisor.
- The role of the franchisor is to continuously develop the IKEA Concept and ensure its successful implementation in new and existing markets.
- Inter IKEA Systems B.V. assigns different Inter IKEA companies to develop the product range, supply products and produce global communication solutions.



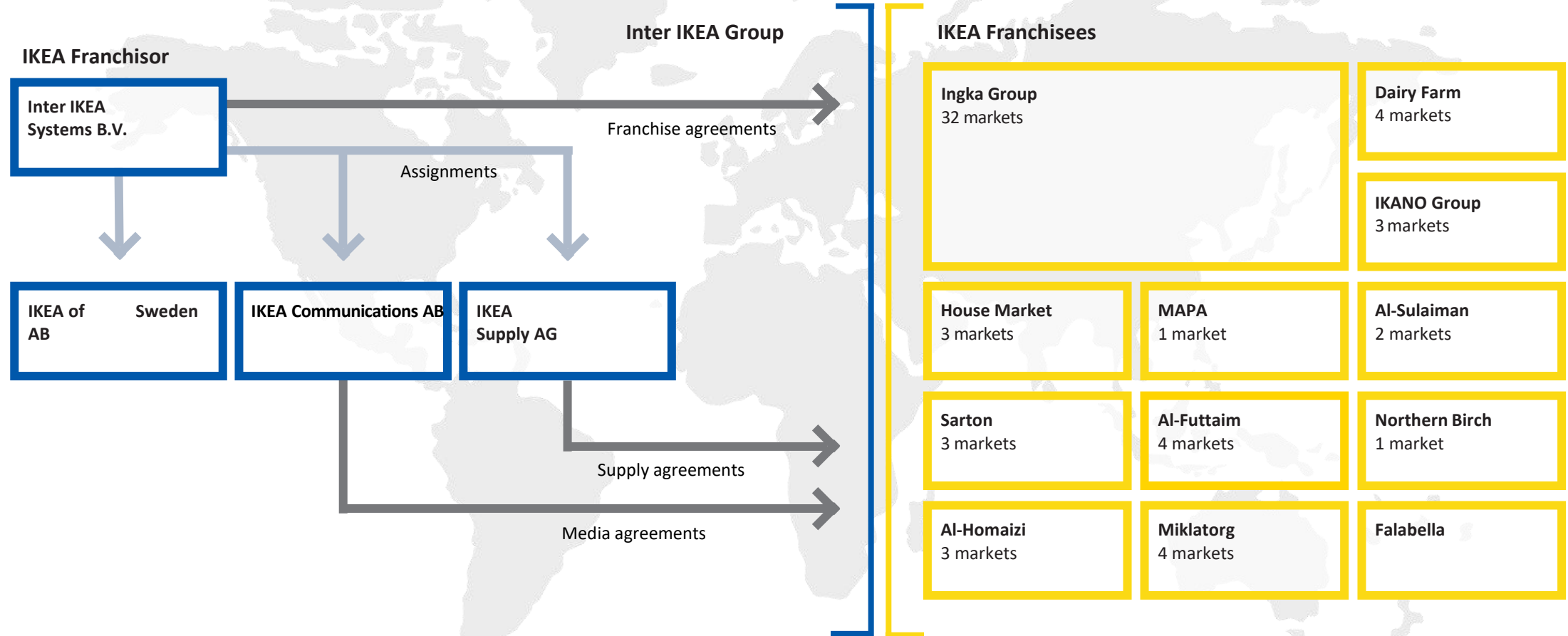
The IKEA Concept

**IKEA trademark,
trade dress and other distinctive
features**

IKEA product range

IKEA retail system

It comes together in the IKEA franchise system



About the IKEA franchise system

The IKEA retail business is operated on 60 markets through a franchise system, and this infographic shows a simplified overview thereof. Market information accurate as per 31 August 2020.

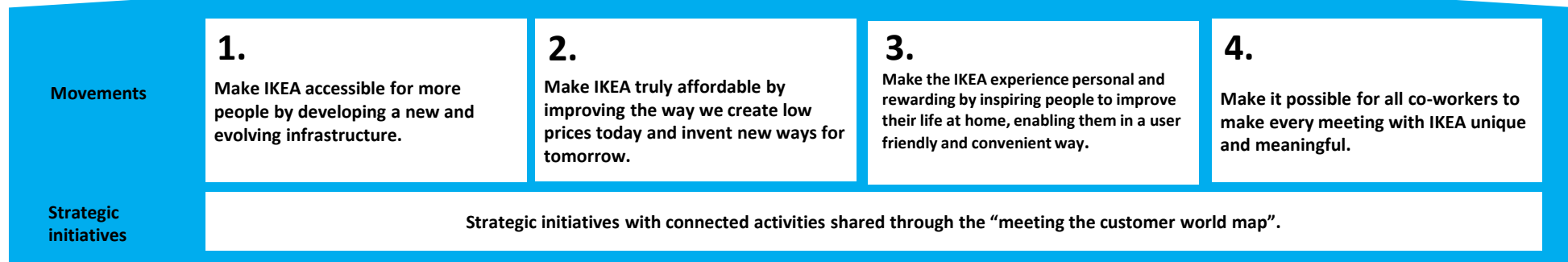
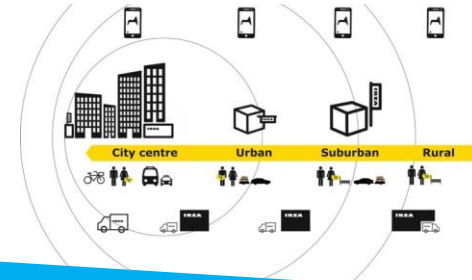
**Meeting
the customer
Strategy**



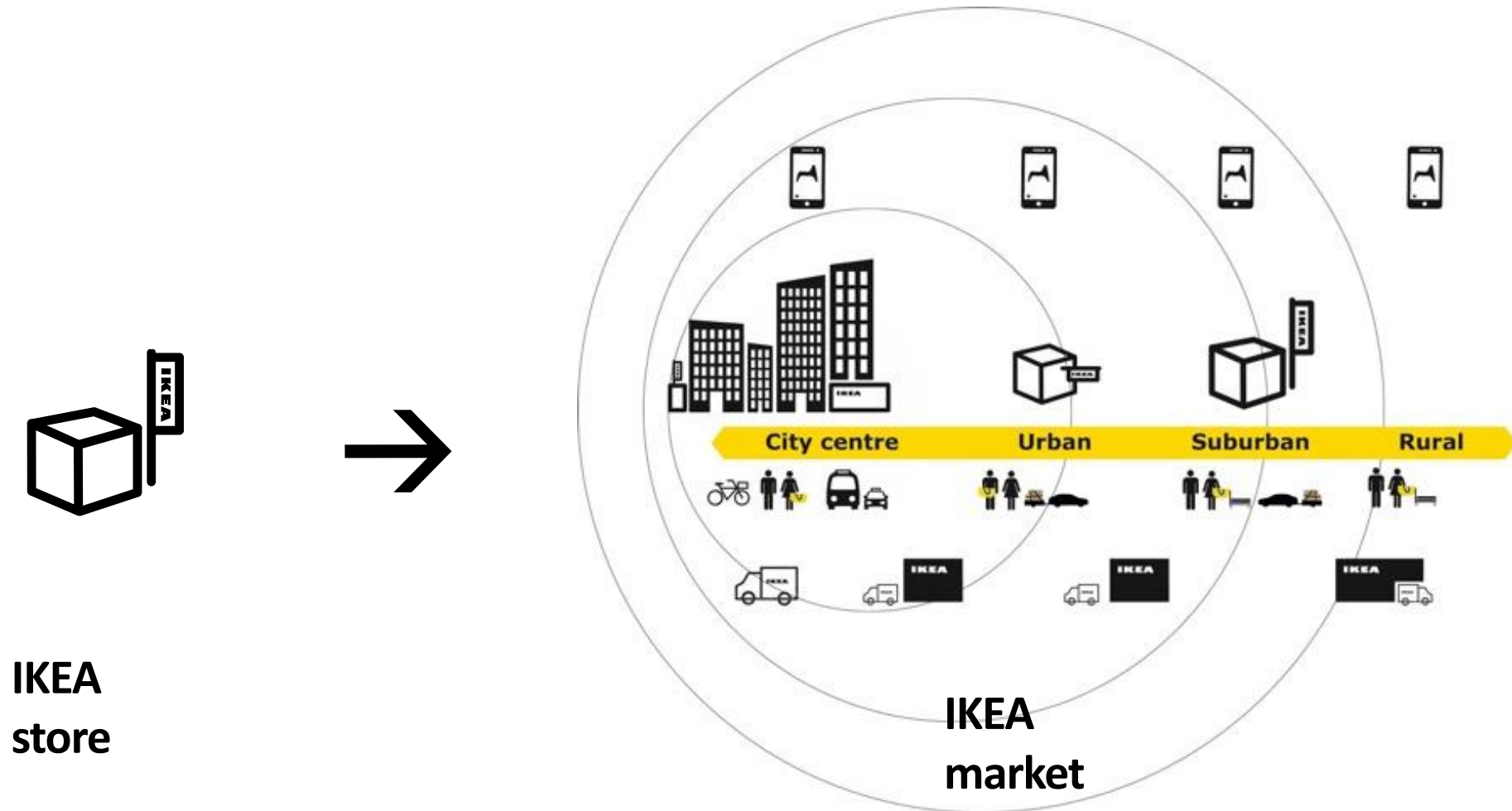
IKEA Store



IKEA Market



A market approach




Customer Objectives

From our Meeting the Customer strategy




IKEA inspires me




There are always new products and new ideas. I get to know the stories behind the products and I get inspired to improve my home




At IKEA I get great value at low price



I understand how prices can be so low and I trust the way that IKEA does things.




IKEA is close to me



It's easy to shop at IKEA, it's convenient and the shopping experience is always good.




IKEA helps me do things myself



It's intuitive and it's easy. When I choose to I can get great support and meet very caring and knowledgeable people



IKEA gives me a sense of Sweden

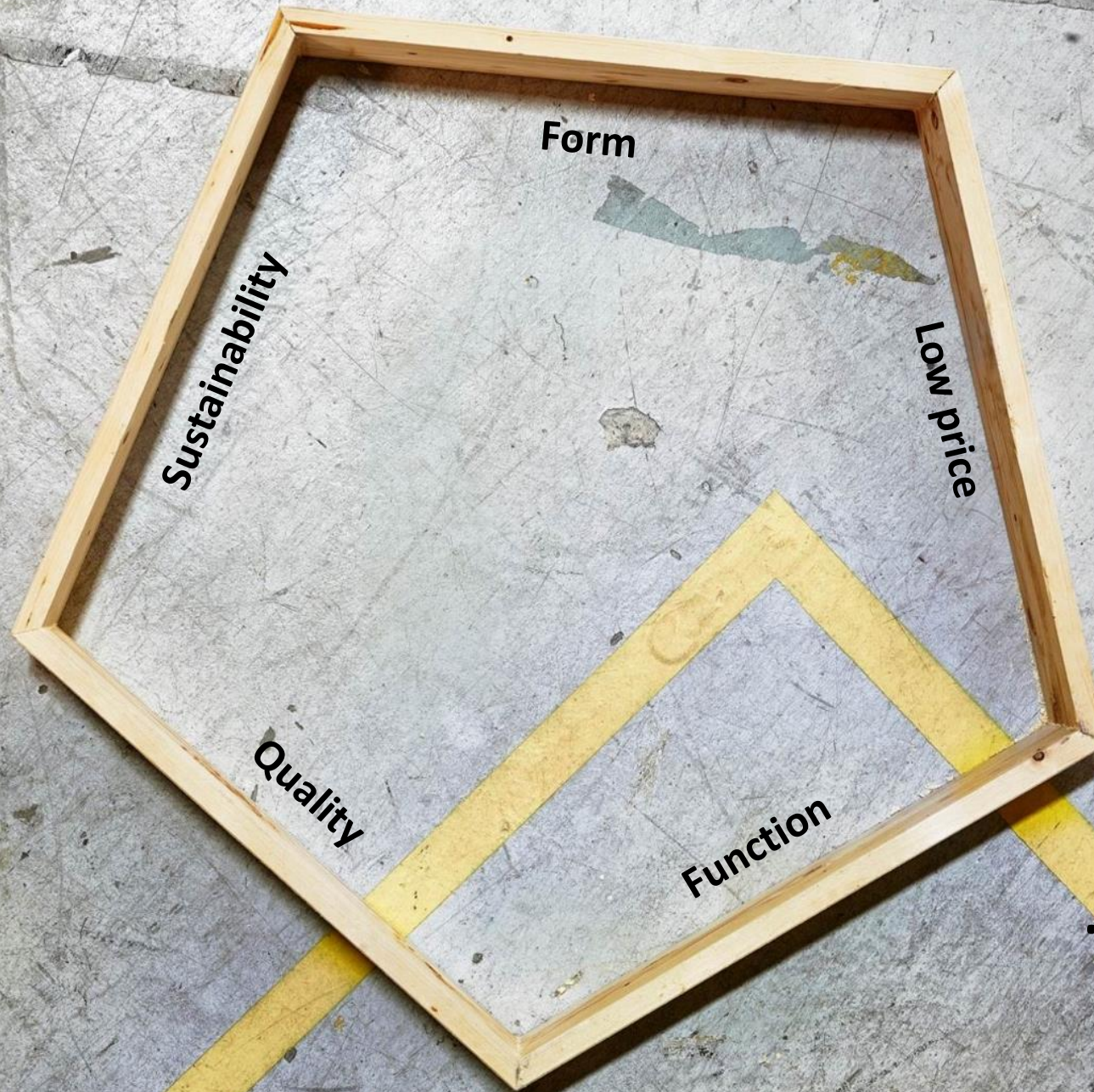


The Swedish heritage is something unique, it's a reason in itself to visit IKEA.

Democratic Design



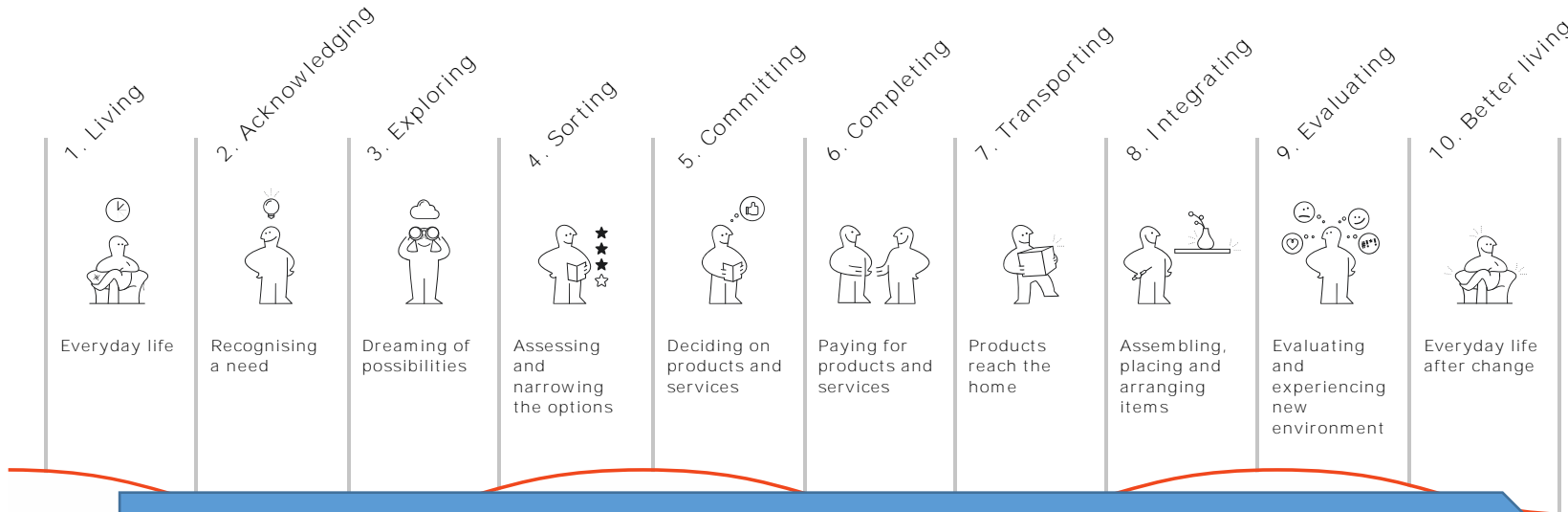
**Desirable and
affordable
products for
the many...**



**...without any
comprimises**

Customer Engagement





Product & HF knowledge experience

What we offer (content)

Shopping experience

How you can meet/
access our offer (content)

Engagement experience

How we interact, build
relationships

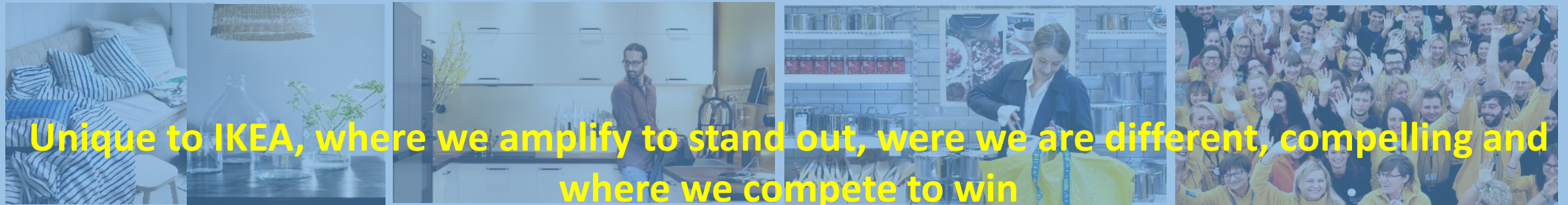
Social-cultural experience (culture, values, CSR, ...)

What we stand for
(reputation)

IKEA Customer Experience

Across 4 Dimensions

IKEA BRAND EXPERIENCE



Unique to IKEA, where we amplify to stand out, where we are different, compelling and where we compete to win

Our Product experience

Home Furnishings inspiration

Shopping Experience

Interaction & Engagement

Supported by Foundations of Customer Experience

Personalisation



Empathy



Expectations



Time & Effort



Resolution

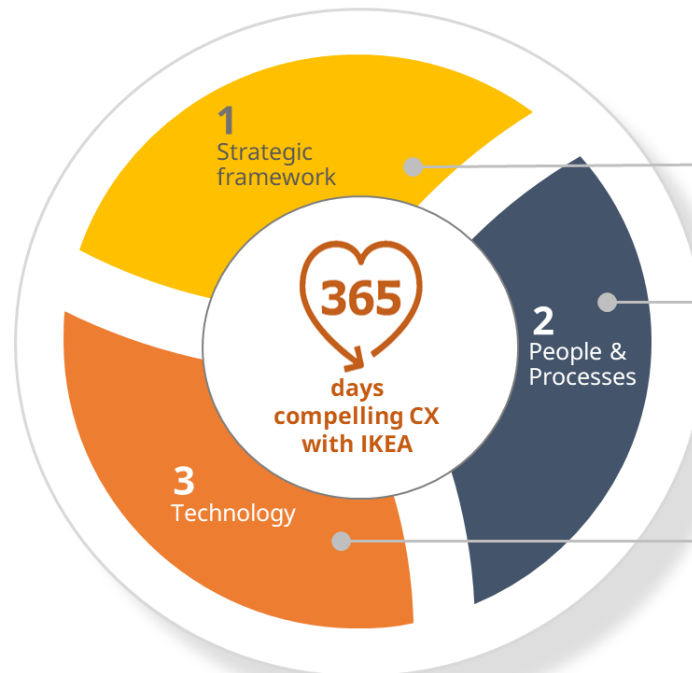


Integrity



Not unique to IKEA or HF, but critical to any customer experience and must be done very well, relentlessly

- CRM: Customer Relationship Management =
managing the customer relationship
 - enables engagement (and by that also drives loyalty, next to other CX dimensions) and
 - a consistent and personal omnichannel experience



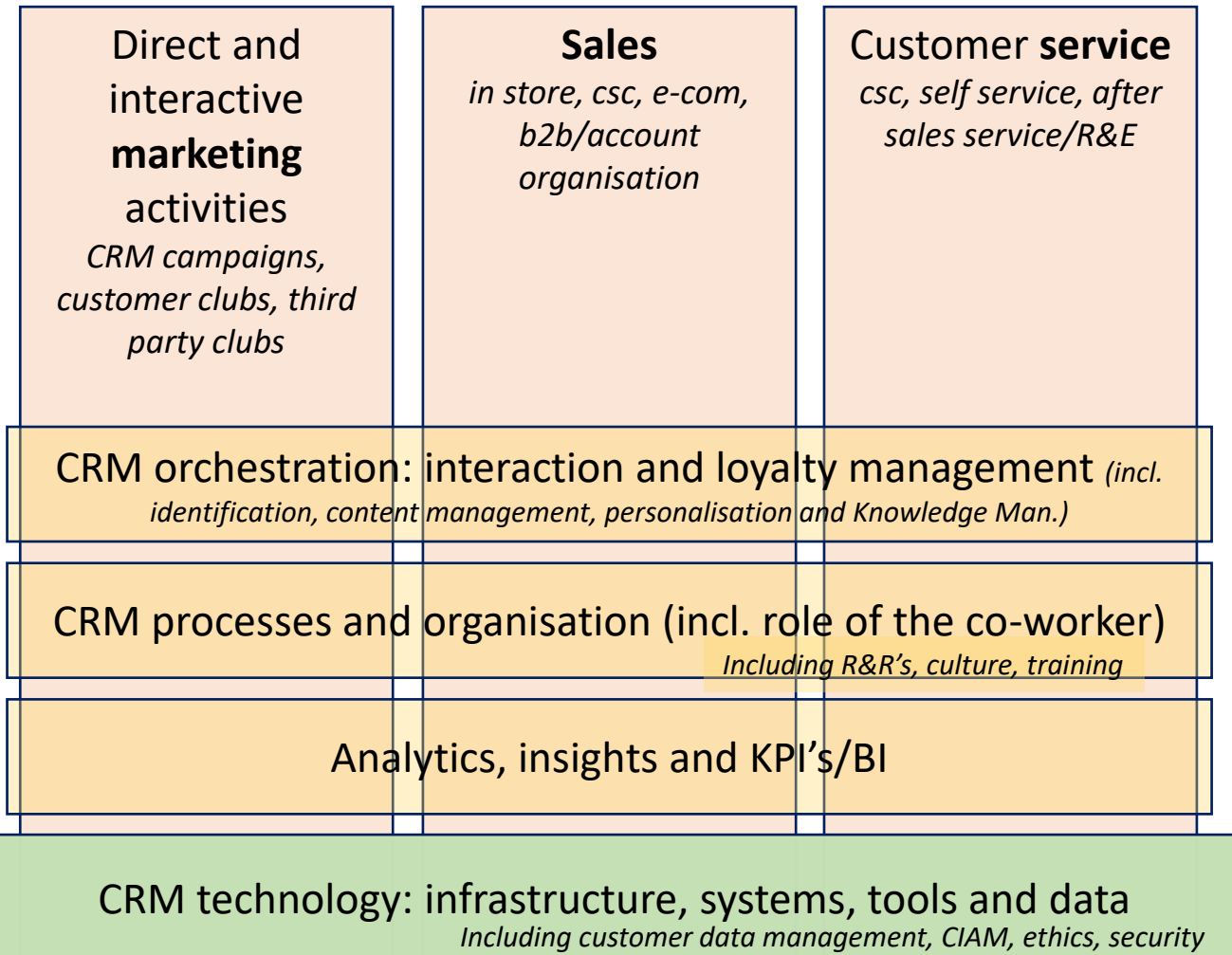
CRM/ Customer Engagement & Loyalty

WHY (purpose: *mission, ambition, objectives*)

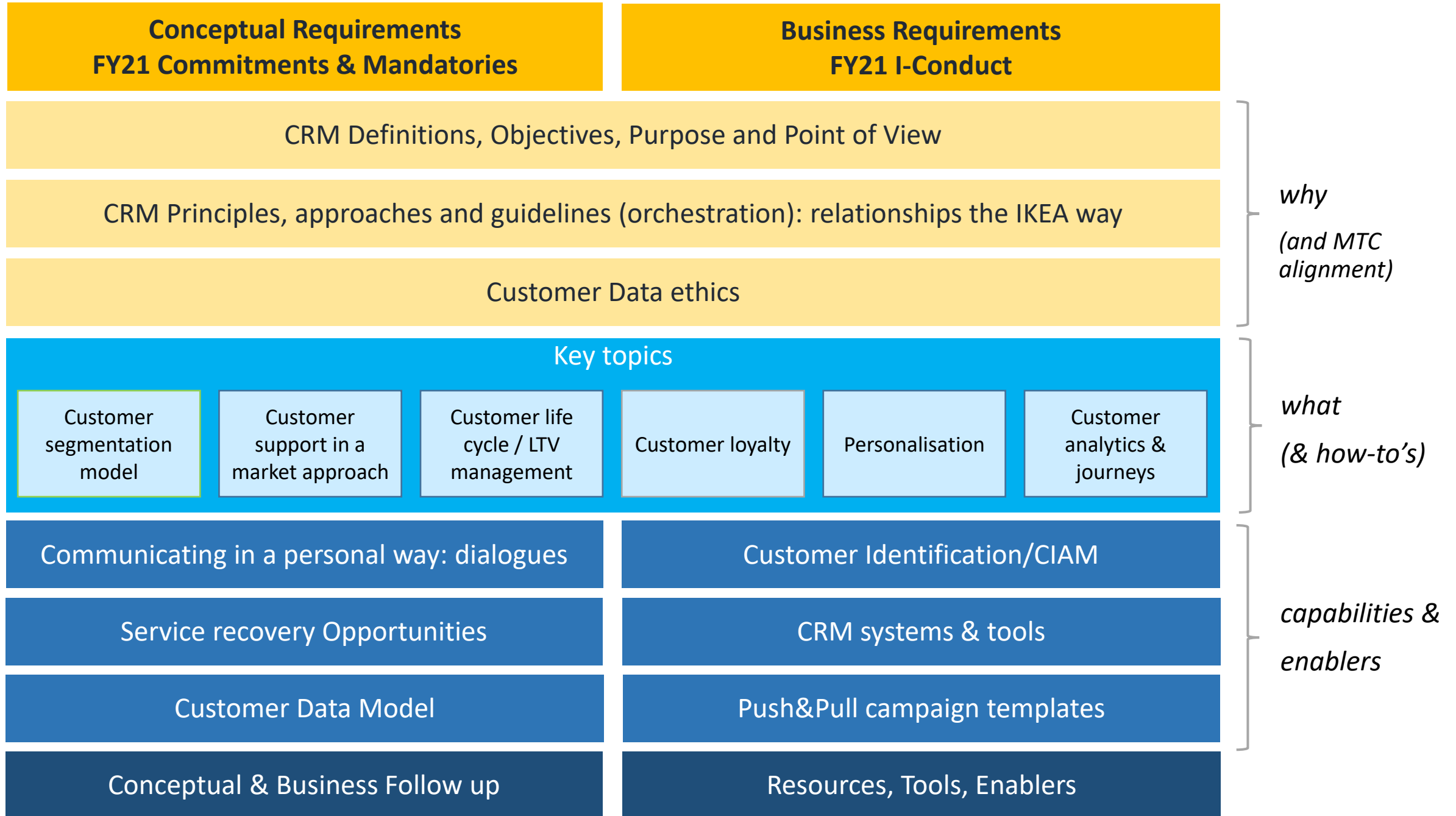
CRM – managing customer relationships = managing:

- all direct, customer specific (not: generic/mass) interactions
- between an individual, specific (and/or) identified customers and IKEA.
- Both IKEA initiated (outbound) push & pull interactions (marketing & sales) as well as
- Customer initiated (inbound) interactions (sales & support).
- In a social, emotional intelligent (insights and principles led) and consistent (trusted) way.

WHAT (domain and scope):



CRM Framework - DRAFT





Most things remain to be done:
a glorious future!