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Module name: MARKETING MANAGEMENT

Module code: LCMB7001

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1.0 Introduction

Ingvar Kamprad, a 17-year-old teenager, launched IKEA in 1943. He was born in the Swedish province of Småland in the south. (MODEL, 2020). He established IKEA while employed as a carpenter. During the company's early years, it marketed only pens, wallets, and jewellery. The primary objective was to provide clients with high-quality products at an affordable price. IKEA also began selling furniture in 1948. It has remained its primary business since then. IKEA is now a global brand. IKEA's headquarters are located in the European Union (EU).

IKEA has become one of the most well-known producers of modern décor globally. Beginning as a catalogue order line of items, IKEA later expanded to build a showroom in 1953 to exhibit products and gain an advantage over competitors by better displaying the function and quality of their low-priced products (History, 2016). Many of IKEA's ideals and brand image were formed in the years after the original showroom opening. They started inventing items that could be sent flat-packed in 1956. (History, 2016). During this time, IKEA also developed the brand-defining notion of consumer-assembled items, which influenced how numerous furniture and home décor firms increased profitability and reduced prices. IKEA developed their retail strategy even more in the 1960s when they opened their first in-store restaurant. This resulted in more time spent in the store, which encouraged customers to perceive IKEA shopping as more of a fun experience rather than a duty. The opening of a new flagship store in Stockholm was the first step toward the establishment of self-service warehouses, and IKEA's product range expanded with the introduction of high-quality kitchenware.



figure.1 IKEA'S Expansion over the years (Learner, 2021)

IKEA had economic boom as it expanded into nations outside of developed countries such as the United States and Italy. IKEA currently operates 500 stores and has a membership base of 15 million people. IKEA has been in the forefront of introducing sustainable business practises, in addition to innovation in modern furniture design, construction materials, and retail concept, and is today regarded as an industry leader. Indeed, IKEA has pledged to become a "net exporter of renewable energy by 2020" (Howard, 2016). Further developments in this sector include IKEA's goal of increasing trash recycling in shops to 80%, as well as an investment of more than \$6 million in the development of more sustainable cotton farming practises (Positive, 2016).

IKEA is a global success story; in 2016, its stores were visited 915 million times, and their website was seen more than 2 billion times (Highlights, 2016). IKEA, the world's largest furniture store, caters to a variety of market groups. The manufacture of low-cost items targets young families and low-income groups, with considerable volume discounts and a vertically integrated supply chain. The flagship Stockholm collection, on the other hand, entices discerning consumers with mid-priced, higher value goods made of high-quality materials such as walnut, bone China, and rustic grain leather.

1.1 Mission statement

IKEA's vision statement says, *"To create a better everyday life for many people"* (IKEA, 2021). The one-liner phrase reflects the company's straightforwardness when it comes to providing its clients all around the world. IKEA's management employs a marketing and sales approach that is free of complexities and deceptive advertisements. The firm appreciates and trusts the quality of its products to guide its consumers' purchasing decisions. These are the major components of the statement.

1. Create a better life always

2. Serve everyone

IKEA's business strategy is oriented toward the future. Through its unrivalled products, the firm has established itself as a trustworthy brand. To stay current and popular with its consumers, IKEA has gathered the top designers to guarantee that all its goods are up to date with the times and the demands of its patients. Perfection is required in the field of home accessories such as furniture and associated equipment. Clients want well-thought-out and polished items that are also in sync with the times. This is something IKEA has mastered, allowing it to become one of the most sought-after firms in the market. Aside from that, the corporation is never short of surprise ideas to keep its consumer base interested in what's new on its platform. Based on the second component, the abundance of variety makes it easier for IKEA to serve everyone. Furthermore, their price approach contributes to this.

2. Communication model

Communication is viewed as “central to understanding organizational behaviour” (Buchanan, 2010). It is vital to all levels of work conducted inside a firm, whether it be training, hiring, or, in this case, an expatriate project. There are various reasons why communication is important in every company. To begin with, there are few settings these days where a person may work alone or without conferring with supervisors whose work primarily includes interacting with other people. Communication has a significant impact on both individual career opportunities and overall organisational performance, and it is frequently viewed as a problem as a result. The ongoing evolution of technology, as well as working in a multi-cultural environment, has produced obstacles in cross-cultural communication and the discovery of new communication patterns. (Buchanan, 2010)

2.1 Shannon and weaver

The most well-known model of communication was presented by Claude Elwood Shannon, the inventor of information theory, and Warren Weaver in *A Mathematical Theory of Communication* in 1949 (Claudia shannon, 1948). Their mission was to tackle the issues that arose when interacting between multiple devices. Communication is depicted in this paradigm as a unidirectional linear process with five stages. The information source oversees transmitting the data to be sent, which is encoded by the encoder into a signal format appropriate for the channel to be used before arriving to the decoder.

The encoder takes the signals, converts it to communication, and transfers it to the destination, which is the information sink. Noise is defined as any interruption with the accurate transmission of information that is unintentional on the part of the parties and can result from machine failures or external influences. Information is distorted due to noise. Controlling distortion and properly reducing interferences are critical concerns in communication. The Shannon-Weaver model was created to simulate signal transmission between devices. As an early representation of information theory, it established the groundwork for other, later models of communication and directed scholars in their technical study of communication. The model still has certain limitations. It is primarily concerned with grammatical information, rather than pragmatic and semantic information, for example. It is also a unidirectional linear model with no feedback considerations. As a result, it has limited uses in describing human communication behaviours and processes.

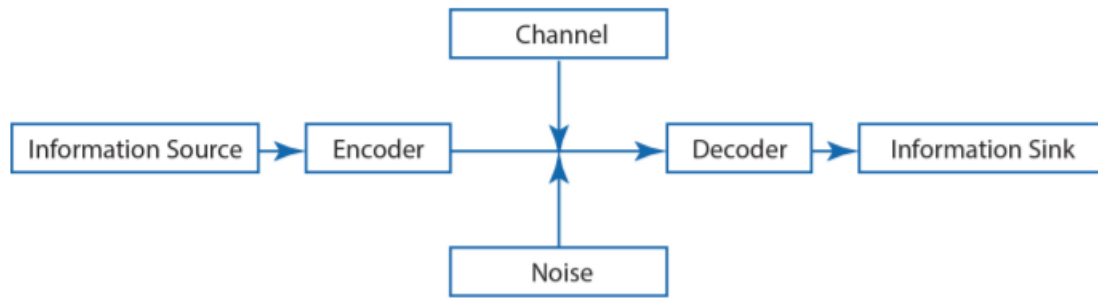


Figure.2 (Ma, 2015)
A model of the Communication Process.

The paradigm shown in Figure 2 clearly explains the fundamental communication process, which begins with the transmitter, i.e. the decoder or sender, coding or decoding the message. This message is "coded" by the transmitter using his observations and feelings, which is then sent to the receiver via an oral or written channel so that the message may be decoded. Such a channel might be, for example, e-mail or face-to-face communication. (Huczynski & Buchanan, 2007)

When the receiver gets the sent code from the transmitter, the decoding process begins. As seen in the picture, the decoding process is an important aspect of the whole communication process since it is filtered by perceptual filters or noise. The perceptual filters might be either the receiver's personal predispositions and preoccupations that impact the correct perception of the message or real physical noise that emerges during the transmission process. (Huczynski & Buchanan, 2007)

3. Integrated marketing Communications

IMC Definition:

Philip Kotler, a marketing expert in the United States, defines an Integrated Marketing Communications strategy as

"The concept under which a company carefully integrates and co-ordinates its many communications channels to deliver a clear, consistent message about the organisation and its products". (Kotler, 2020)

Below diagram illustrates the main tools of IMC

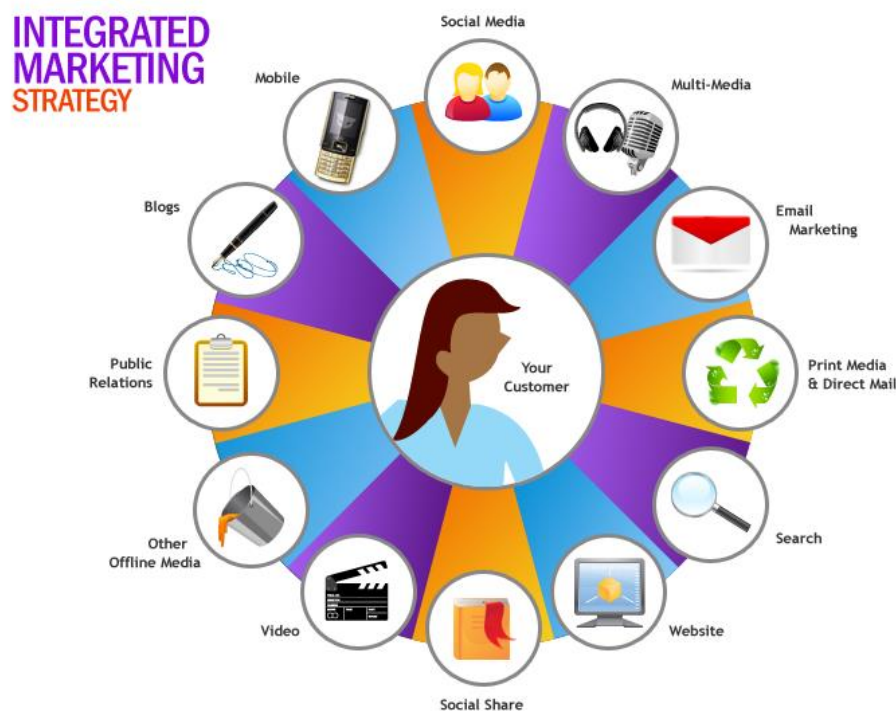


Figure.3 (Han, 2014)

Tools of IMC

3.1 IKEA IMC

Furniture may be done elsewhere, but IKEA provides their consumers with a one-of-a-kind experience (Schmitt, 1999). IKEA is pioneering the use of shoppable photos to place and evaluate its items in an online platform in terms of providing consumers with a complete customer experience driven by emotion and reason (Leibowitz, 2020). IKEA is adding to its collection of inspiration by developing an app that superimposes their items in users' homes using the smartphone's camera (lunny, 2020). They also replied to the Facebook group "I Want to Have a Sleepover at IKEA" by inviting 100 individuals to spend the night in the warehouse and providing manicures, massages, and bedtime stories. Visiting IKEA shops is

also an experience that allows customers to interact with and analyse the designs of the items and spaces (Michon, 2019).

3.2 Existing promotions

To share IKEA tales and how people may better their lives (Walgrove, 2014). IKEA visits people in their homes as well to understand their real-life experiences and to collect valuable data that aids proactive 14 marketing decisions. (Goudreau, 2013). Customers who seek value and service are delighted by IKEA's quality, inexpensive, and valued service and items. (Pontefrac, 2016).

3.3 Digital marketing

As part of its marketing strategy, IKEA uses digital and social media to offer promotions, discounts, unique prizes, events and news, as well as to connect with customers. (Duncan, 2019 and Dessy, 2017).

3.4 IKEA Print Media

IKEA employs print and media advertising as one of its key marketing tactics to reach out to the demography of customers who fit its target market. This is why the firm partners with a diverse range of well-known journals, magazines, and television networks around the world to spread its message.

- • The home improvement and furniture company has successfully blended artistic components into print and media marketing. IKEA, for example, placed billboard-sized wardrobes around Vienna. Passers-by were asked to open the door and observe how IKEA organises its closet. (Dudovskiy, 2019)
- • IKEA produced a print advertisement to induce sleep. "Somnig" is printed in lavender ink and has a speaker that creates white noise. To get a good night's sleep, customers can tear it from an IKEA magazine and place it beside their bed. (Jardine, 2018).
- • In 2013, IKEA printed almost 200 million brochures, an innovation in print advertising. Previously, IKEA spent almost two-thirds of its marketing budget on furnishing catalogue homes, but starting in 2013, the company began using graphic designers to create photos for its brochures. In other words, since 2013, IKEA catalogue images are "a collection of pixels and polygons organised on a computer," which has shown to be incredibly cost-effective and high-quality. (Dudovskiy, 2019).

In another case, IKEA uses social media advertising in general, and viral marketing in particular, with massive impact on brand recognition. Particularly popular on social media sites

were video snippets titled "Experience the power of bookbook," a spoof of Apple product releases, and "Improve your private life," a parody of self-help programmes.

IKEA employs the following sales promotions techniques



Figure.4 (Pratap, 2021)

4. New Promotional Activities to Raise Awareness

IKEA needs to connect with younger generations and meet the current trends, over the years the organisation has failed to reach the younger audience due to its lack of new promotional techniques. As per my observation I have suggested several promotional activities to raise awareness among the public.

4.1 Television & Digital Media

IKEA has a wide range of kitchen units that can be used for sponsoring cooking shows which took up a surge in recent times. Due to the pandemic large numbers of the public have decided to make food at home, this led to many cooking shows on television and digital media.

Shows like MasterChef have witnessed a huge growth, according to the evening standards london "The delayed MasterChef final on BBC One had 5.4 million people at its peak. According to the BBC and Overnights.tv, the average viewer share was 4.6 million, or 23.81 percent of the audience share" (edmonds, 2021). The shutdown of out-of-home foodservice channels, as well as having more time on our hands during the lockdown, has increased interest in home cooking, and recent study shows that this tendency may persist after limitations are lifted (Askew, 2021).

4.2 Outdoor Promotions

IKEA is known for its sustainability in the outdoor promotions by having creatively designed benches at bus and train stations. Individuals utilising these shared types of transportations value sustainability. IKEA can use their seating equipment at the stations to promote their brand. Placing Eco-waste collection bins at shopping malls and student residential places can create impactful awareness among youngsters.

"Young people need to make use of the power they have now"

(UNEP, 2021)

5.0 Branding

Any attribute that distinguishes one seller's item or service from another seller's item or service is a brand.

A brand is the idea or image that people have when they think about a company's unique products, services, and activities (e.g., "the shoe makes me feel powerful"). Because of this, a company's or a product's brand is formed by both physical and emotional attributes. This mix of physical and emotional impulses is triggered by the name, logo, visual identity, or even the message. (Marion, 2021)

5.1 Branding Equity

As according to Keller, brand equity is the influence that brand knowledge has on customer response to a brand's marketing, with the effect happening when the brand is known and the consumer has positive, strong, and distinctive brand associations. (KL, 1993)

6.0 Keller's Brand Equity

The Consumer-Based Brand Equity (CBBE) model defines four phases that signify customer queries and create a 'branding ladder,' with each step depending on achieving the preceding one. (KL, 2001) These phases are made up of six brand building blocks with a variety of sub-dimensions (KL, 1993). The goal of developing a powerful brand is to reach the top of the pyramid, where there is a harmonious relationship with customers.

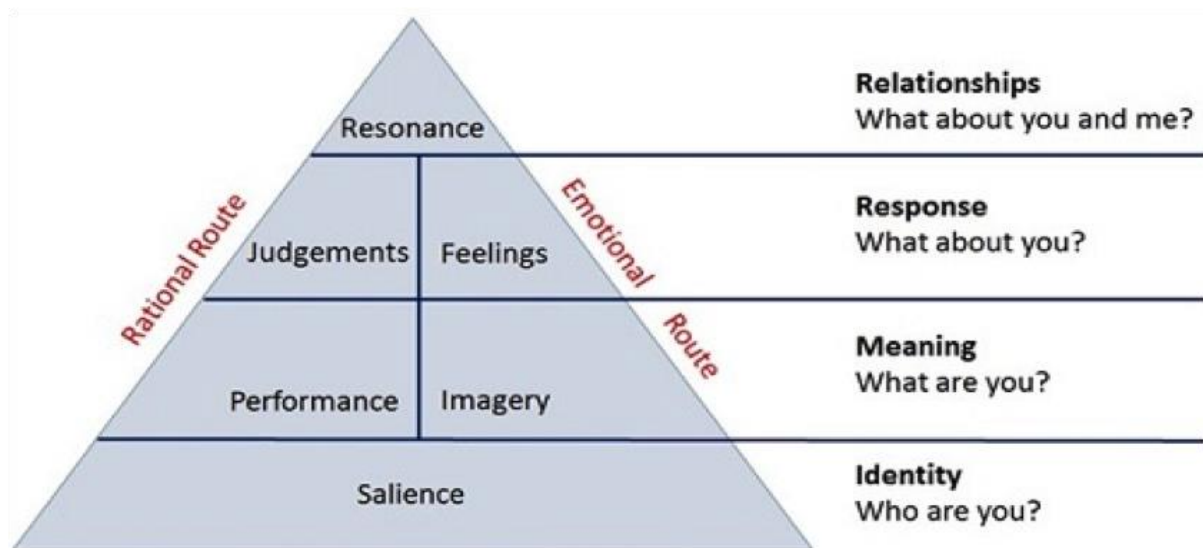


Figure.5 Consumer Based Brand Equity (Model, 2020)

The levels of the Brand Equity pyramid are as follows:

Identity:

The pyramid's initial level is Brand Identity. The goal at this stage is to raise brand recognition among your clients, ensuring that you stand out from the crowd. To develop your brand identity, you must first understand your customers. Create customer profiles based on audience demographics, requirements, and how they engage with your business. It's also critical to understand how people differentiate you from rivals when making decisions, their opinion of your brand, and so on.

Create certain of your target audience views your brand in the way that you want them to. If your efforts are ineffective, consider changing your product or service or your branding strategy

Meaning:

The second level of the pyramid represents Brand Meaning. It is divided into two sections: performance and imagery. Ease of maintenance, reliability, durability, and other aspects contribute to performance. Imagery seems to be how your clients view your brand on a social - psychological level.

Response:

The stage 3 is Brand Response. Here's where you must analyse your customers' post-purchase reactions. Responses can be divided into two types: judgements and feelings.

Relationships:

The highest level of the brand equity pyramid is brand resonance, which is thought to be the most difficult to achieve. It emphasises on developing a strong relationship with the consumer, with aspects such as customer behaviour, values, attitudes, feelings, and involvement must be considered. (creatly, 2021)

That list is in reverse order, which means that brand identity is at the bottom of the pyramid and connections are at the top. To develop a powerful brand for your firm, you must ensure that the pyramid is built properly from the ground up.

Applying Keller's to IKEA

Below chart illustrates the CBBE Pyramid of IKEA

	CONSUMER BASED BRAND EQUITY PYRAMID
Salience	Furniture Retailer
Imagery	Scandinavian, Price-conscious, Family friendly, Versatility, Innovative & Inspirational
Performance	Furniture leader, Low prices Function and diverse designs, DIY Short term home solutions, Lifetime guarantee
Feelings	Welcoming layout, Fun, IKEA Effect (DIY Self-respect) Socially accepted Familiar environment (security)
Judgment	"Good Deal" happiness, Low quality, Not durable Convenient flat-pack Good customer service
Resonance	Rapid purchase (cheap) Price- & distance-sensitive loyalty – low attachment IKEA Hackers & online fan community Strong engagement

(Learner, 2021) figure.6

Salience

IKEA's influence is evident as a furniture store. IKEA has been the global furniture store since 2008.

Imagery

IKEA's Scandinavian ethos is apparent in both their yellow blue logo and its furniture. Worldwide, Scandinavian designs are recognised for their minimalism and simplicity. IKEA caters to budget-conscious customers of all family sizes, typically young families with children. The IKEA Family concept has also created a home-loving image.

IKEA is also well-known for having a large number of products to choose from. "No matter what style you want, there is something for everyone," according to an IKEA quotation.

Besides being well-known as a place where people can purchase furniture, IKEA is also a place where people who are creative and enjoy having fun can gain inspiration for the design of their homes by studying the conceptual positioning of furniture at the IKEA store.

Performance

IKEA is a pioneer in the furniture industry. In our survey, 90% of respondents said IKEA is their first thought when it comes to home furniture.

"Affordable lifestyle improvements" IKEA things are functional and inexpensive. Due to its low cost, IKEA furniture is a good short-term house solution, but it has a short product life. In light of this, IKEA offers a lifetime warranty. It's difficult not to identify IKEA with DIY (do-it-yourself), the heart notion of the market's low-cost warrior.

"Our goal is to provide affordable, well-designed home goods to as many people as possible." 9500 items in varying sizes, shapes, and styles per IKEA store.

Judgement

We trust IKEA to deliver complete solutions at affordable prices. Price-sensitive things perform worse than non-sensitive items, by definition. Regardless of price, IKEA buyers care about product quality and enjoy a "Good Deal."

combining functionality, price, and Swedish style into a flat pack is an IKEA POD. Flat-packing makes IKEA items a great alternative for consumers. The flat-pack design makes it easy for consumers to transport (household automobile, public transportation).

This tight bond encouraged the "IKEA Family" (IKEA staff) to treat customers like family, leading in the company's family-friendly marketing image.

Emotions

IKEA is about more than just buying. The pleasant staff makes guests feel at ease and at home. IKEA also features a café and a children's playground to accommodate all clients and allow parents to browse longer. This retail maze's one-way layout and showroom display make shopping "FUN." It's practically impossible to go to IKEA for one thing without spending hours in this huge furniture playground.

The "IKEA Effect" is formed from DIY (Do it yourself) experience and is frequently the first term that comes to mind when we talk about IKEA. Building anything on one's own is always a wonderful sense of success. According to Psychology Today, it also adds value to the worth of an object. IKEA enjoys widespread social acceptance; because of its widespread availability, shoppers will receive good feedback from others while shopping for IKEA products.

Resonance

IKEA is a possible Lovemark with strong customer esteem but poor loyalty, according to our Lovemark study. IKEA has low consumer loyalty, which might be attributed to their price-driven approach the slightest adjustment in price can drive away a huge target category. IKEA customer loyalty is determined by price and distance. When there are alternative lower-priced products or more budgets available, consumers are more inclined to prefer other brands. Because IKEA stores are mostly located outside major cities, rising gasoline prices may reduce consumer incentive to visit the stores.

IKEA has a sizable fan base. The IKEA Hackers and online community bring together admirers of the IKEA idea. Strong customer participation in the IKEA community enables them to share their IKEA works and experiences.

Benefits of Brand Equity

Higher profit margins because enterprises with strong brand equity can charge increased prices without incurring higher production costs.

Customer's demand is higher since the brand is more recognised and trusted, resulting in bigger sales volumes. Brands are more easily extensible, which implies that the parent brand can establish a preference and favourable impressions among their customers for their new items or services.

Because of your great reputation, your target market is more receptive to marketing communications.

Drawbacks of Brand Equity:

it fails to consider the equity of manufacturers' brand names in contrast to individual product brands. Though Respondents expressed positively about their relationships with company representatives, their responses didn't reflect any sense of community. Keller's active engagement dimension was also not evident.

7. Customer journey and Customer touch points – IKEA

Customer Journey: From being uninformed of a company to becoming aware, exploring, acquiring, utilising, and assimilating it, and becoming an advocate by recommending others to buy and use it. (Definition, 2021).

IKEA is one of the world's most consumer-centric corporations, but hurdles have led to some of their best innovations. For example, they conducted surveys that revealed clients saw them as merely a source of durability and storage, indicating they needed to do something else. (bacon, 2019).

The Stages in Customer Journey



(LEARNER, 2021)

Awareness: IKEA the world's largest furniture brand widely known for its earth friendly designs and unique way of product representation at their stores. IKEA has opened its first store in India, 2018. The organisation has smartly adapted the diverse marketing in India, they have researched the Indian kids loves sleep along with their parents during night times according to that they have made new bed designs (SCHWAB, 2018). Product picking at their stores is made to shop easily, just hopp around the store write and the number of product they will get delivered.

Consideration: Stylish swedish designs at affordable price range and their authentic strong built quality has paved its way ahead of all other organisation for IKEA. Customers have

considered IKEA's quote "The goal is to make great and safe products for our customers" (IKEA, 2020).

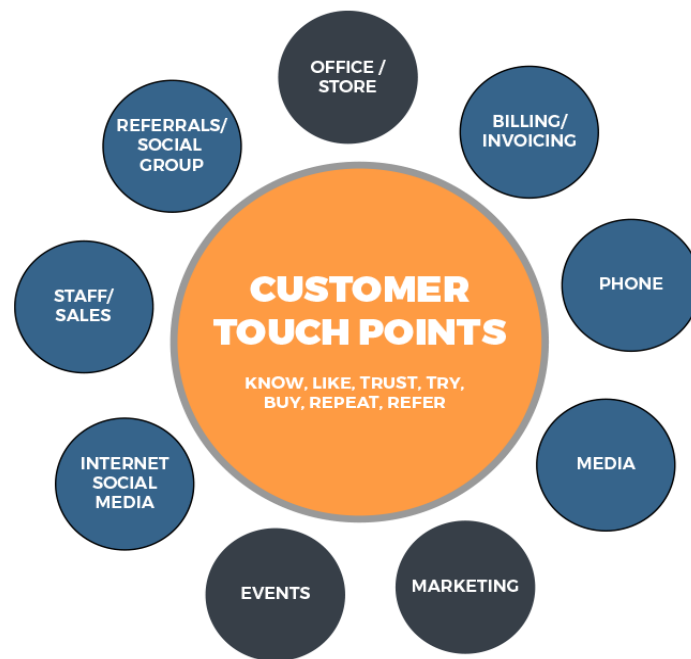
Decision : IKEA offers a fairly elaborate self-service philosophy. Customers pick, compare, and test the items during the expo. The pricing tells consumers all they need to know about the goods. They then make a list of their preferred items and where they may obtain them. The next step is to obtain the items from the self-service warehouse or home decoration stores. Some items need consumers to contact personnel, such as some couches that are brought from a central warehouse to the store on demand. When clients have completed their shopping list, they can move the flat parcels home themselves or arrange home delivery.

Retention : It is the stage when customers becomes loyal to the organisation. IKEA knows that people don't buy furniture every week but customers visit restaurants every week (Data, 2021), IKEA retained their with alluring food menu with affordable price range. People visiting IKEA can sum up their multiple works.

Advocacy : When a consumer reaches this stage of the customer journey, he or she has become an active advocate for a company's brand. They rave about the firm and share favourable word of mouth. IKEA has been stupendous in the stage with customer sharing their sucessful stories on social media associated with the organisation.

IKEA has released a new advertisement as part of their broader 'Wonderful Everyday' promotion. Many people in the UK and Ireland save their festivities for special occasions like Christmas. As a result, the ad strives to capture the simple pleasures and spontaneous moments we enjoy with our loved ones at home. Campaign produced by Mother London that will be broadcast and in theatres, with supplementary TVC material optimised for social and mobile. (Daughters, 2017)

Customer Touch Point: Every time your client or audience interacts with your brand or service, a customer touchpoint is established.



(Farhan, 2017)

Pre-Purchase

IKEA has mastered in pre-purchase customer touch points. The organisation attracts the customers usually through billboards, website, and their very own PLACE App. Over the years when it comes to every dimension except for Perspicuity and Dependability, the IKEA Place App does better than other apps because the mean values for each dimension are higher.

Purchase: During the purchase customers trust is always been gained by IKEA, In terms of ease of ordering products online or at their stores. IKEA website has furnitures by room, which cuts the time to select the product. The App's User interface and user elements are customer friendly.

Post-Purchase: IKEA's online shopping has a "No Nonsense" return policy, which allows for 365-day returns with a full refund. The critical aspect of this policy is that the product must be identical to the original. Generally, IKEA is quite environmentally conscious; it communicates regarding customer invoices and promotions with customers primarily through digital channels rather than paper waste.

8. Customer Journey Map:

Customer Journey map	Awareness	Discover	Purchase	Use	Bond
Website		Surfs about products 3		Additional support for usage 6	
Store		Trial viewed product on website 4	Purchase of Item Selected 5		
Call Centre					
Facebook					
Web Forums					
Mobile Phone					
Email	Receives an email of offer 2				Existing buyer 1
Direct word					Reviews about the product and IKEA 6

(Learner, 2021)

The Table above illurstates the customer journey map of IKEA

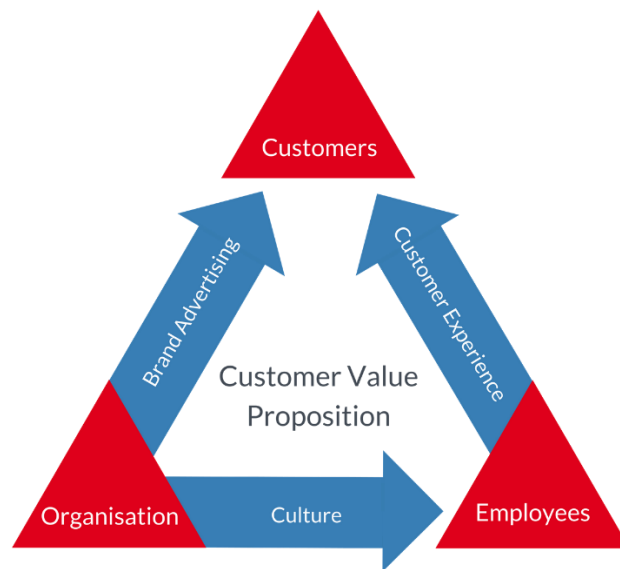
It is detailed in the table that In the first step, an existing customer desires to purchase products. The second step involves the purchaser receiving a promotional email.

Buyer visits the organization's website to review the sale products; during the website visit, buyer is impressed with the price and offer. Later, the consumer visits the store to manually test and inspect the product. After a thorough examination and several trials, the buyer finally purchases the item.

While using, the consumer may encounter a problem that must be resolved. To do so, the consumer will seek additional instructions from the website.

After the purchaser satisfies all of the criteria. They frequently collaborate on product and organisational evaluations.

9. Total Engagement Model:



(engagedstrategy, 2021)

Diagram of Total Engagement Model

Customers purchases determine a company's success. It is well-known that engaging customers rather than just encouraging one-time purchases can significantly improve business performance, including sales and growth. Key elements of the Total Engagement Model.(Anon., 2013).

IKEA is value driven organisation it maintains good relationship with their customer as well as with thei employees.

Employee Engagement at IKEA

IKEA employees volunteer monthly in the community. There is also a weekly IKEA employee meeting. Employees who are actively involved in their communities create a more socially responsible workplace.

Weekly	0%
Monthly	75%
Sometimes	0%
Infrequently	0%
Never	25%

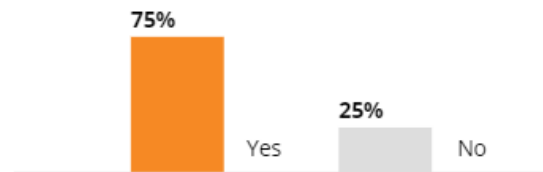
Multiple times a week	0%
Once a week	30%
Once a month	20%
Once a quarter	30%
Never	20%

(comparably, 2021)

Values at IKEA:

Leadership establishes a company's values, which shape its culture. IKEA employees value fun and passion above all else, which is why 75% of them are proud to work for IKEA.

Transparency & Integrity	20%
Teamwork & Winning	20%
Speed & Innovation	20%
Fun & Passionate	40%
Diversity & Inclusion	0%



(comparably, 2021)

Conclusion :

IKEA is a renowned company which maintains true quality of products towards its brand name. IKEA Concept from the start. Design, sourcing, packaging, and distribution are all infused with the IKEA concept. This case study shows how IKEA's vision and mission, as well as its core values, may help shape its sustainable strategy and help more people have a better home life. A business strategy is about having a clear vision for the company's goals, anchored in strong principles. This means a company can lead the market without compromising its integrity. IKEA, a well-known global brand, breathes new life into emerging countries. They not only offer a different approach and model than their competitors, but also a new lifestyle and service. It can then choose suggested promotional activities to interact with younger generations.

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