

**Analysis of the workplace culture and its
impact on organisational efficiency in IKEA in
United Kingdom by using Cultural Web model**



Introduction

- ▶ 1949 Ivan Kamprad set up IKEA in Sweden - mail order business
- ▶ Affordable and well designed furniture
- ▶ Catalogue advertising
- ▶ Showrooms to reach many people

In 1949 Ivan Kamprad set up IKEA as a mail-order business in Sweden. The idea was to sell affordable designed, self-assembly furniture with advertising in catalogue and showroom to reach the many people. (www.ikea.com access 08/02/2020 at 10:44).

Mr Kamprad wish was to create a better life for people in Sweden and abroad. The idea of creating flat packing furniture and allowing customers to pick up their purchases were the significant key factors in reducing the company costs and enabling it to cut prices. Also, it resulted in a faster service. (<https://www.britannica.com/topic/IKEA> access 08/02/2020 at 11:04)

Mr Kamprad business visions included simple organisational "norms:

- Cost consciousness
- Informality
- Simplicity and attention to detail
- Creative solutions and common sense
- Youth and enthusiasm

By 1991 IKEA become an international furniture retailer with 96 stores in 24 countries.

First IKEA store in the UK was opened in 1987 in Warrington. (www.telegraph.co.uk 08/02/2020)

(<https://www.telegraph.co.uk/finance/newsbysector/retailandconsumer/9643122/Ikea-25-facts.html> access 08/02/2020 at 11:09)

Cultural Web model

Definition

Organisational culture is the way that things are done in an organisation, the unwritten rules that influence individual and group behaviour and attitudes. Factors which can influence organisational culture include: the organisation's structure, the system and processes by which work is carried out, the behaviour and attitudes of employees, the organisation's values and traditions, and the management and leadership styles adopted" (www.managers.org.uk 08/02/2020)

(<https://www.managers.org.uk/~media/Files/PDF/Checklists/CHK-232-Understanding-organisational-culture.pdf> access 08/02/2020 at 11:33)

Cultural Web was developed by Gerry Johnson and Kevan Scholes in 1992, this model contains six inter - related elements:



Symbols

This is visual representations of the company which include logos, offices decor and formal and informal dress codes.

Uniform - all shop floor employees dress informal and yellow and blue t-shirt reminds Swedish flag.

Stores - stores are blue painted, very spacious and box shaped. Flat packages indicates simplicity and minimalism. Well coloured and designed kids corners with pencil and papers symbolised swede family importance

(<https://www.quora.com/What-is-the-significance-of-family-for-the-Swedish-culture> access 08/02/2020 at 13:31)

All those symbols remind Swedish heritage and their Swedish founder Kamprad.

Routines & Rituals

“That are activities and/or special events through which the organisation emphasises what is particularly important” (Laurie J. Mullins, 2007)

Parents Friendly environment - IKEA idea is to stay close to its customers. Every store is a parent - kids friendly environment. Family is a very important part of the company culture.

Events for employees - the company organises annual thank you event for their employees and thank you Christmas gift to every employee.

All above activities remind that the company cares about customers and employees with families (<https://www.ikeacareers.co.uk/our-workplace/benefits-full> access 08/02/2020 at 12:53).

Signs around stores - wall stickers informing to turn off lights, taps and computers promote to the company "norms" cost consciousness. Sustainability and environmentally friendly.

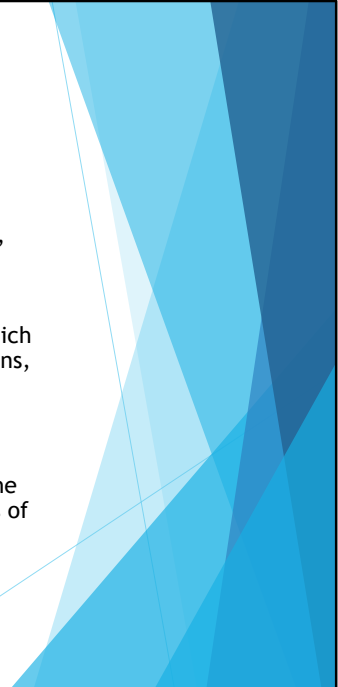
Anti-bureaucracy week; once a year managers hit the floor

Organisational structures

"This includes the hierarchical composition of the organisation and the relationship between people from these various layers of the organisation. The informal and unwritten power structures are also part of the organisational structure" <https://www.toolshero.com/management/cultural-web-analysis/> (access 15/02/2020 at 11:04)

IKEA hasn't seemed to have hierarchy. Informality and open communication between the management and staff is the key in the company. Everyone is expected to contribute from cleaning staff to top managers. Main IKEA core is to give a full competence to their customers.

(<http://www.inter.ikea.com/en/about-us/business-in-brief/> access 27/02/2020)

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- ▶ **Symbols** -This is visual representations of the company which include logos, offices decor and formal and informal dress codes.
 - ▶ **Routines and Rituals** “That are activities and/or special events through which the organisation emphasises what is particularly important” (Laurie J. Mullins, 2007) - Parents friendly environment, events for employees, signs around stores, environmental friendly, bureaucracy free week
 - ▶ **Organisational structures** - This includes the hierarchical composition of the organisation and the relationship between people from these various layers of the organisation - informality and open connection is the key in IKEA's success.