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Y Drindod Dewi Sant
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**MARKETING PORTFOLIO: IKEA SLEEPWELL – SMART SLEEP WELLNESS
SYSTEM**

Lecturer Name: Dr. Haoran Liu

Student Name: Raj Pankajkumar Ka Patel

Student ID: 2428883

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Abstract

This report details the complete marketing strategy for the brand extension of IKEA, including the introduction of IKEA SleepWell. This smart, affordable and sustainable sleep wellness system combines technology. Key marketing frameworks such as STP (Seg. Target, Position) and 7Ps of marketing mix are applied in the analysis to evaluate whether product fit and project readiness and if the product meets the consumer needs. Pricing models, distribution strategies and promotional tactics are designed to allow for competitive differentiation based on a detailed description of the customer profiling. Finally, the report offers strategic recommendations, including piloting a launch in the UK and Nordic markets, promoting internal marketing and green branding, all reinforcing long-term loyalty and IKEA's innovative position in the health tech market.

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1.0 Introduction & Brand Extension Rationale

1.1 IKEA Company Overview

The company IKEA is a Sweden-based home furnishings company with its headquarters located in Älmhult, Sweden, and has grown into a global leader. During the 2024 financial year, IKEA was operating 480 stores across 63 of the markets where it is currently present (IKEA, 2024). Retail sales amounted to EUR 45.1 billion (approximately EUR 38.3 billion) in FY2024 (IKEA, 2024).



Figure 1: IKEA Company

Source: (IKEA, 2024)

In terms of core values, IKEA serves affordability, functionality, and sustainability. The company strives to provide well-designed and functional home furnishing products at affordable prices for almost all people. The sustainability of IKEA is crucial, and the company has implemented measures to minimise its environmental impact and promote resource efficiency. For example, IKEA has vowed to become climate positive by 2030, aiming to reduce greenhouse gas emissions and promote sustainable products (IKEA, 2024).

1.2 Rationale for IKEA SleepWell

The introduction of the global wellness market has grown, reaching \$ 6.3 trillion (approximately £ 5.35 trillion) by the end of 2023 (Global Wellness Institute, 2024). Increasingly, the sleep technology market is growing within this sector.

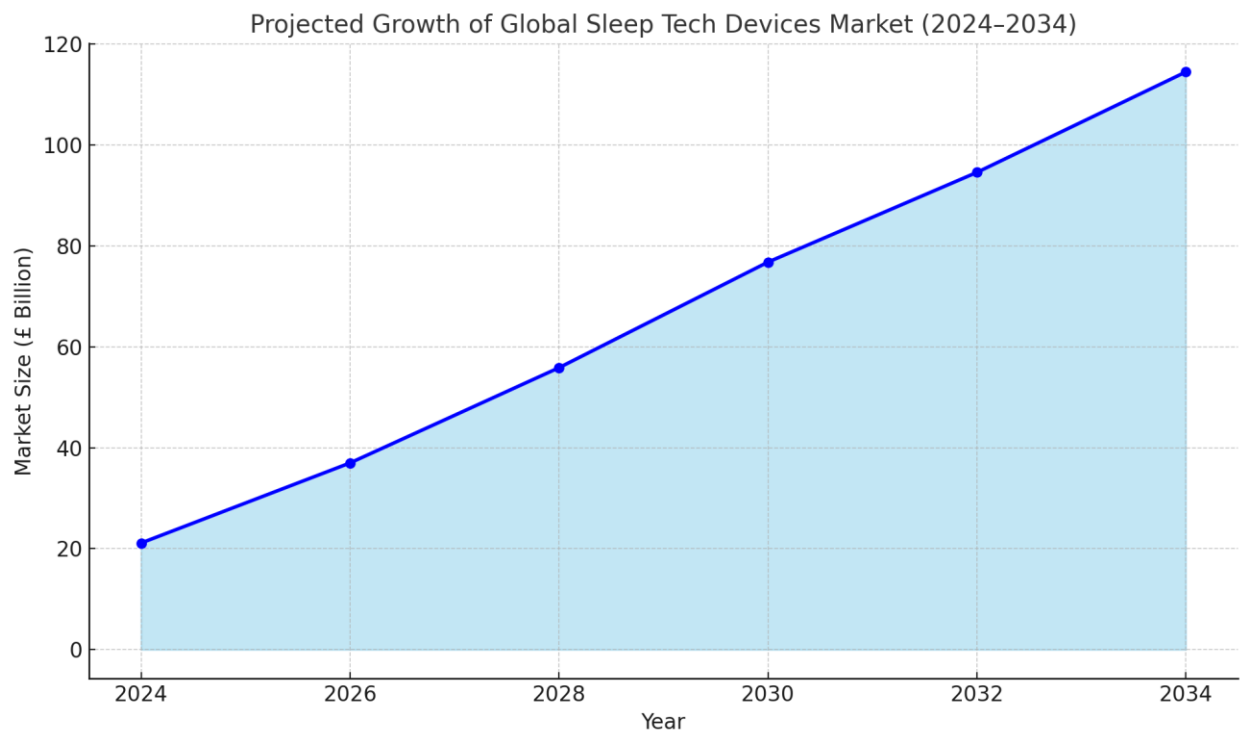


Figure 2: Projected Growth of Global Sleep Tech Devices Market (2024–2034)

Source: (IKEA, 2024)

According to Precedence Research, the global sleep tech devices market was valued at \$24.85 billion (approximately £21.12 billion) in 2024 and is expected to reach a valuation of around \$134.6 billion (approximately £114.41 billion) by 2034 with a CAGR of 18.46% (IKEA, 2024).



Figure 3: IKEA SleepWell

Source: (IKEA, 2024)

The emphasis of consumers on health and wellness during the COVID-19 pandemic has amplified the buying needs of consumers for home-based wellness solutions (Ingka Group, 2024). The General Market in the United Kingdom for sleep tech was estimated at \$1.19 billion (approximately £1.01 billion) in 2024 and expected to reach \$3.49 billion (approximately £2.97 billion) by 2032, at a CAGR of 14.4% (Straits Research, 2024).

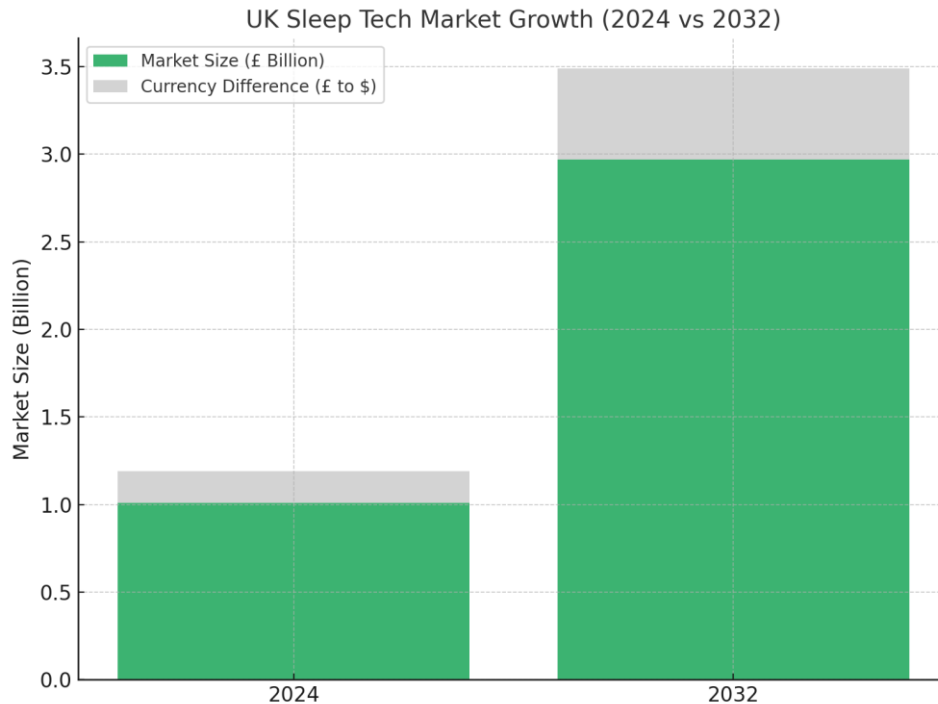


Figure 4: UK Sleep Tech Market Growth (2024 vs 2032)

Source: (Ingka Group, 2024)

Smart home technology is a natural fit for IKEA’s business strategy, which incorporates smart home solutions and modular design, positioning the company to enter the sleep tech market. By utilising its knowledge in affordable, practical and environmentally friendly design, IKEA can design the IKEA SleepWell – Smart Sleep Wellness System. This product will cater to the growing consumer demand for innovative sleep solutions.

2.0 Segmentation, Targeting, and Positioning (STP)

2.1 Market Segmentation

Market segmentation is a strategic method of dividing a broad consumer population into distinct subpopulations that share similar characteristics. Segmentation enables IKEA SleepWell to closely target and message consumers in a way that meets their evolving expectations of what they want from targeted messages from their preferred brands (Thomas and George, 2021).

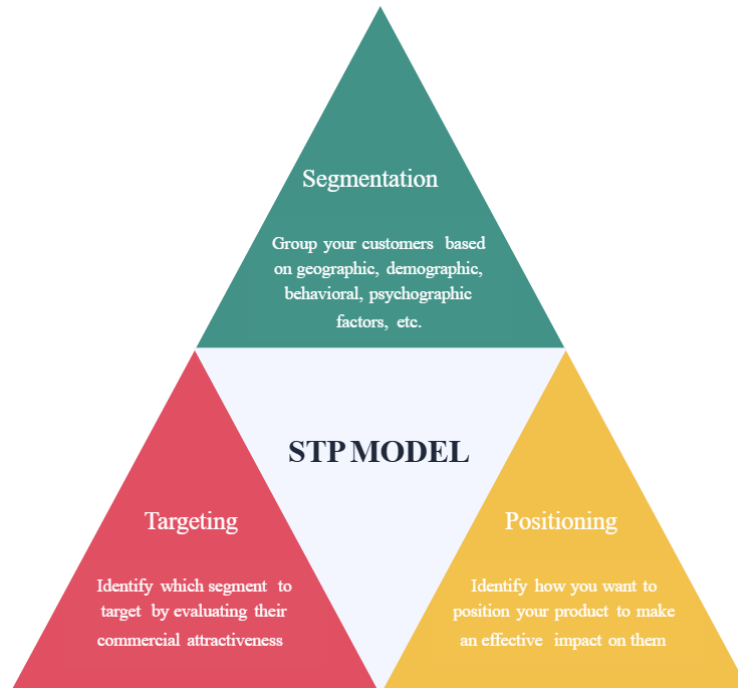


Figure 5: STP Model

Source: (Thomas and George, 2021)

Demographic segmentation: Urban millennials (ages 25–40), young professionals and small families are the demographic segmentation targets. The people who fall in these categories are tech-savvy, value-driven, and are always looking for solutions which make their lives better. They are psychographically health-conscious, focusing on mental health, sleep, and comfort at home (Kirom and Sudarmiatin, 2022).

Behavioural segmentation: When it comes to behavioural segmentation, the main focuses are eco-consciousness and affordability. These are brands that align with the sustainability and conscious living needs of consumers (Nilplengsang and Pankham, 2024).

2.2 Targeting Strategy

Unlike IKEA SleepWell, which employs a differentiated targeting strategy, IKEA SleepWell's targeting strategy focuses primarily on two distinct, yet complementary segments: young professionals (25–35 years) and young families (30–45 years).

Urban apartments are the typical home ground for young professionals who appreciate the harmony between digital lifestyles. Smart home ecosystems and wellness technology,

aimed at maximising sleep quality and productivity, are nearing the end of their adoption curve, and users are highly receptive to them (Nilplengsang and Pankham, 2024).

With its broad international reach and knowledge from the IKEA Family loyalty programme, IKEA is able to segment these customer segments deeply. By combining with IKEA's existing offers, the SleepWell system provides tech-oriented and wellness-focused consumers with a platform to find a product that meets their accessibility and integration needs (Thomas and George, 2021). The approach ensures that market penetration is effective without compromising the brand's existing customer base (Kirom and Sudarmiati, 2022).

2.3 Positioning Strategy

It chooses to position IKEA SleepWell as 'an affordable, accessible, and sustainable smart sleep solution'. Unlike some competitors from the high end of the market, such as Simba, Emma, or Tempur, IKEA targets budget-conscious consumers within the middle-income market. Being integrated into a system that incorporates sleep-tracking technology, customisable comfort, and wellness at a relatively affordable price point provides tremendous value from the system.

If IKEA SleepWell were placed on a perceptual map, it would be positioned between premium brands (Simba, Emma) and basic non-smart sleep solutions, offering affordability and innovation simultaneously (Nilplengsang and Pankham, 2024).

3.0 Customer Profile

3.1 Demographic & Behavioural Traits

Age and Income Characteristics:

The primary constituency that IKEA SleepWell would target is individuals between the ages of 25 and 45, typically middle-income earners who would appreciate functional and affordable innovations. The likely place for them to reside is an urban or suburban location, in compact households, and they are likely to be young adults and partners with young children.

Shopping Behaviour Patterns:

This group exhibits highly observable online purchasing habits and utilises direct-to-consumer channels (D2C) for convenience. IKEA Family loyalty programme members are many and are active (Kasem, Hamada, 2024).

3.2 Psychographic Profile

Lifestyle and Wellness Orientation:

They are consumers who are highly invested in personal and physical well-being. They are also seeking better sleep quality and stress management, and they are using devices and wellness apps to track their health data (Kasem, Hamada, and Taj-Eddin, 2024).

Values and Brand Alignment:

These are minimalist, eco-conscious living values that are further core to IKEA's identity. Sundararaj and Rejeesh (2021) support the customer's desire with IKEA's simple design-based approach, sustainable sourcing, and practical innovation tactics, which contribute to both well-being and environmental responsibility.

3.3 Buying Journey

Decision-Making Process:

Compared to other purchases, the purchase of an IKEA SleepWell product is more involved because it is smart and has a more affordable price point. Customers typically follow a structured path: awareness → evaluation → trial → adoption.

Key Influences and Channels:

It is often triggered through social media, email campaigns or in-app IKEA promotions. For evaluation, this means using AR visualisation tools in IKEA showrooms, or trying out interactive app demos (Kasem, Hamada, and Taj-Eddin, 2024).

Buyer Persona

Category	Attribute	Details
Basic Info	Name	Emily Green
	Age	34
	Location	London, UK (Urban Household)
	Occupation	Marketing Consultant
Traits & Behaviours	Lifestyle Traits	Health-conscious, tech-savvy, minimalist, eco-aware
	Frustrations	Poor sleep, stress, complicated tech setup
	Needs	Wellness solutions, affordability, sustainability
	Wants	Better sleep, modular products, stress relief
Tech & Brand Affinities	Skills	High internet literacy, strong app usage
	Favourite Brands	IKEA, Apple, Calm App, Philips, Google Nest
	Shopping Behaviour	Online-first, loyal to IKEA Family, values reviews and AR try-before-you-buy
Customer Journey	Buying Journey	Awareness → Evaluation → Trial → Adoption
	Key Influences	Social media, AR demos, reviews, influencer content



4.0 Marketing Mix Strategy (7Ps)



Figure 6: Marketing Mix 7Ps

Source: (Ding, 2023)

4.1 Product

The IKEA SleepWell product range offers a smart, modular mattress, a connected mobile app, a sleep-enhancing light, and an aromatherapy diffuser, all combined to provide an all-in-one sleep wellness experience. Part of that unified system are these components, which are personalised based on sleep tracking and environmental adjustments.

There will be three categories of products to which the customer is exposed: Basic, Advanced and a subscription-based product. The core product and augmented product, in the form of light, scent therapy, and sleep coaching, provide ergonomic support and adjustable firmness (Ding, 2023).

4.2 Price

IKEA SleepWell is value-based pricing in the sense that it utilises consumer perception of utility, brand trust, and sustainability, rather than just cost. There are three tiers in the pricing strategy (Purohit, Paul and Mishra, 2021).

- Basic model at £299
- Advanced model at £499

- Monthly subscription add-on at £6.99 (AI-based sleep analytic reports, fresh linen delivery, app updates).

The price is undercutting high-end competitors, such as Simba or Emma, whose mattresses typically cost over £700 before sleep tech integration (Straits Research, 2024). IKEA enters the sleep-tech space competitively by offering comparable functionality at a lower price, as long as it can continue to uphold its affordability promise (Azizi and Mansouri, 2021).

4.3 Place

Through its e-commerce website, IKEA app and some flagship stores, the SleepWell system will become available. The scale and reliability of the distribution are possible due to the company's established logistics infrastructure. In line with the insights of Budkhod and Sangboonnak (2021), which state that IKEA's Bangkok customers extensively conduct physical store trials, but some choose to shop online for convenience.

It enables flexibility and accessibility for last-mile delivery, with or without an in-store pickup option. Free delivery and first choice of stock will also be available to IKEA Family members. Using its global supply chain, IKEA provides access to its operations as frictionless as possible, while expanding its reach, particularly in urban and suburban centres (Hariyana and Syahputra, 2022).

4.4 Promotion

A promotional strategy for the IKEA SleepWell will be based on Integrated Marketing Communications (IMC) to deliver a consistent brand message. Will go about it with a combined social media campaign as well as partnerships with influencers on YouTube, podcasts and our own IKEA app SEO.

In the push method, IKEA will utilise in-store digital displays and wellness kiosks, complemented by the pull method online, using Google and app store optimisation.

AR demo rooms and also mobile pop-ups at IKEA city locations will also be involved in experiential marketing, which helps to increase brand engagement as well as trialability.

As Peng (2022) points out, any successful campaigns for IKEA rely on this multichannel approach to create an emotional connection and spark initial awareness and brand recall.

This provides further support for IKEA's unique positioning, namely alignment with affordability and emotional relevance (Liaqat, 2022).

4.5 People

This is important because of the People element in the 7Ps; it builds trust and delivers the service. Through its training, IKEA will equip its staff to offer SleepWell guided demos, providing them with the necessary product knowledge. In-store, these are personalisation advisors.

Furthermore, the IKEA SleepWell app would include a virtual assistant that functions like a human, providing onboarding, troubleshooting, and lifestyle tips in the form of digital content. Setiawan and Ferdinand (2021) note that such blended human-tech service models do enhance customer satisfaction and loyalty.

4.6 Process

The purchase-to-use process is simple and highly digital. When the customer orders IKEA SleepWell, they will receive all the necessary setup instructions via the mobile app, including setup instructions for the mattress, diffuser, and how to pair them.

SleepWell app is a tool that tracks daily sleep data and adjusts light and scent preferences accordingly. Furthermore, customers also get personalised suggestions based on patterns, such as sleep hygiene reminders or new aroma combinations.

All feedback submissions, subscription management, and automatic upgrades can be fully integrated into the app. Jain, Jain, and Jain (2022) explained that value is created through the optimisation of process flow in a way that makes the experience efficient, thereby engendering long-term customer engagement beyond the initial purchase.

4.7 Physical Evidence

Due to the fact that SleepWell is both physical and digital, the physical presence enhances customer confidence and maintains a consistent brand image. IKEA's eco-minimalist style, characterised by recyclable materials, clean design, and QR links to setup guides, is also reflected in its packaging.

Customers can test lighting and scent options in real environments through a built-in store demo display. The app interface is sleek, with a well-branded view and ease of navigation.

5.0 Critical Evaluation of STP Strategy

STP Category	Aspect	Insight Summary	Sources	Impact Level	Strategic Recommendation	Evaluation Summary
5.1 Strengths	Global Brand Alignment	IKEA SleepWell aligns with IKEA's identity and targets urban millennials & families.	(Ningrum and Hasmarini, 2024)	High	Target existing IKEA Family loyalty users via digital segmentation.	A strong base ensures quicker adoption and trust in the brand.
	Health & Wellness Trend	Capitalises on post-COVID health awareness and smart wellness integration.	(Precedence Research, 2024)	Very High	Leverage content marketing around health, sleep, and stress-reduction.	Taps into a fast-growing market; enhances long-term positioning.
	Brand Image Preservation	The product complements IKEA's home solutions rather than replacing them.	(IKEA Marketing Strategy Case Study, 2023)	High	Promote SleepWell as a "natural home upgrade" alongside IKEA furnishings.	Maintains consistency and avoids confusing the core audience.
5.2 Risks	Traditional Customer Confusion	It may confuse furniture-first buyers unfamiliar with tech products.	–	Medium	Use clear point-of-sale messaging and lifestyle visuals in-store and online.	Risk is moderate but manageable through omnichannel education.

	Technological Complexity	Older or less tech-savvy consumers may avoid due to perceived complexity.	(Precedence Research, 2024)	High	Offer simplified versions and onboarding guides with app demos and customer support.	It could limit adoption across certain demographics without support.
	Brand Dilution	A poorly executed launch could undermine IKEA's reputation for value and simplicity.	–	High	Ensure product quality, price competitiveness, and seamless user experience.	High brand risk if execution is not aligned with IKEA standards.
	Innovation Resistance	A sudden tech shift could alienate segments who prefer IKEA's traditional DIY approach.	–	Medium	Offer trial programs and a 30-day return policy to reduce purchase anxiety.	Minimises friction during initial launch.
	Market Education Needs	Sleep tech is still unfamiliar to many; it requires strong awareness and education efforts.	–	High	Launch IKEA Wellness Hub online with interactive guides and AR demos.	Increases customer confidence and boosts early conversions.
Mitigation	Adoption Support	Digital support, training, and education to ease transition and usability.	(IKEA Marketing Strategy Case Study, 2023)	Very High	Create a SleepWell onboarding journey via app, YouTube tutorials, and expert chatbots.	Critical to prevent churn and build long-term loyalty.

	Brand Integration Messaging	Needs a clear message that SleepWell fits within IKEA's ecosystem, not a separate tech venture.	–	High	Reinforce messaging: "From comfort to smart comfort—SleepWell by IKEA."	Ensures message clarity and enhances brand trust.
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In this table, one will find some potential pros and cons of the STP strategy. They point to a highly positive market entry space as a result of global wellbeing patterns, brand belief and IKEA's established foundation.

6.0 Conclusion & Strategic Recommendations

Conclusion

This report has discussed how IKEA SleepWell— a smart sleep wellness system that closely aligns with IKEA's core brand values, namely affordability, innovation, and sustainability —makes strategic sense. In terms of the STP strategy, markets such as urban millennials and young families are already loyal to IKEA, and the marketing mix will provide consistency in terms of product design, pricing, place, and promotion.

Strategic Recommendations

Target Markets for Pilot Launch: The UK and Nordic markets, which are also mature regions for IKEA, with high tech adoption and wellness awareness, are ideal for the initial rollout and testing.

Competence in Internal Marketing Training: Provide store staff and virtual agents with product knowledge to enhance customer experience and minimise onboarding resistance.

Sustain Brand Strength: Highlight the use of eco-friendly materials and recyclable packaging to attract environmentally conscious customers and enhance their trust in the brand.

Develop Personalised Sleep Campaigns: Offer personalised sleep campaigns using AI-powered data from the SleepWell app to engage with content and increase adoption in the long run.

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