



Stories

The founder and hero of the company is Ingvar Kamprad, a son of a farmer who was given money from his humble parents, which he invested into this business. Mr Kamprad is seen by all the employees as a hard-working visionary, who lived in a very simple way, and lived his life in a positive example to all. IKEA promotes 'Swedishness' as a humble, simple culture with values such as, simplicity, humbleness and teamwork. The IKEA reputation and image varies depending on location (Ikea.com, 2020). According to Forbes.com (2020) most successful companies in the world have a profound story behind them (quite often deeply tied to their founders). This instils a sense of larger purpose and meaning into what they do on a daily basis, for example, Google, Apple and Tesla are so much more than a company; they are major brands created by visionaries who aspire staff and customers to change the world.

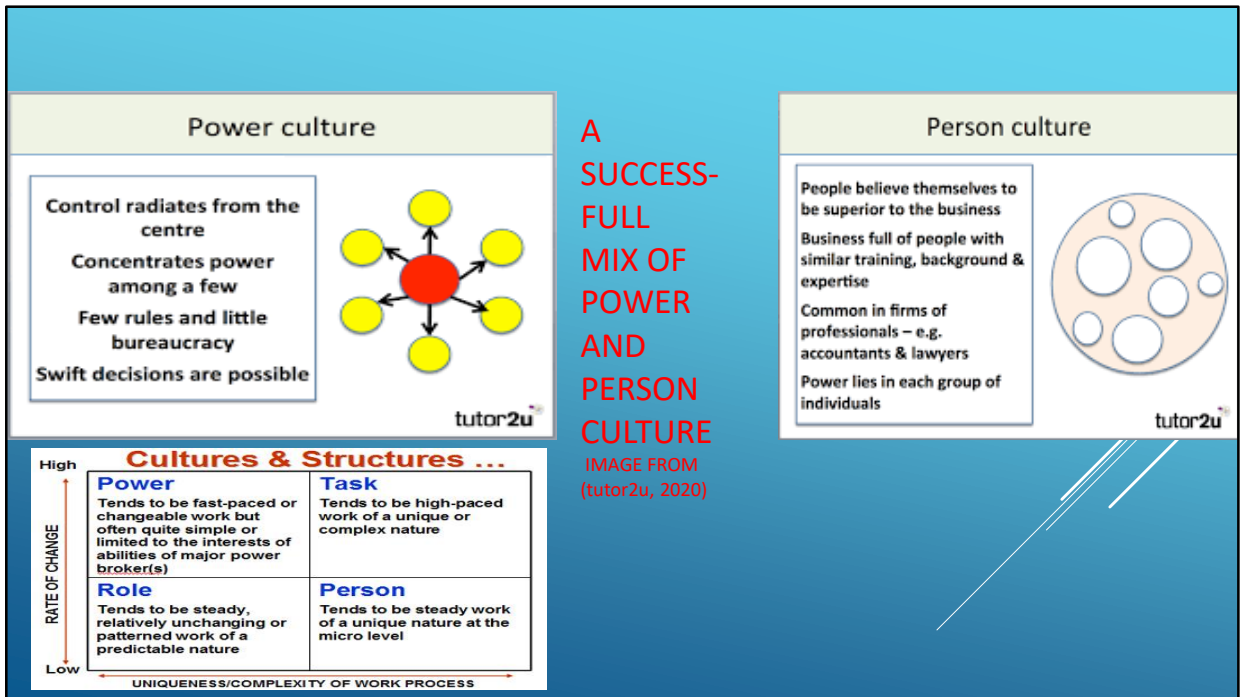
Control Systems

In IKEA there is huge amount of emphasis put on delivering good quality value for money products, sturdy furniture that passes their standards are being sold. The staff and management work closely with warehouse staff making sure that correct labelling occurs, and the products are of a satisfactory standard. The organisation

reward individual stores that generate more profit by cutting even more costs if possible, one of the main principles of IKEA's strategy is cost cutting (Ikea.com, 2020). According to Red-dot.org (2020), IKEA has won many design awards over the years, and in 2019 picked up seven Red Dot Awards for product design.

Power Structures

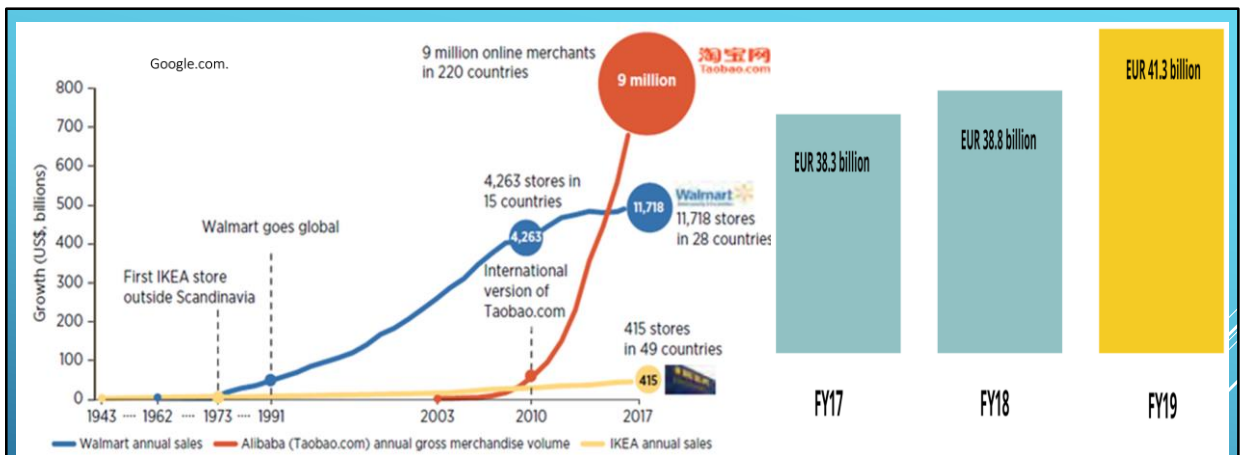
The management at senior levels have been in the past Scandinavian only, and in the last five years the organisation have changed their strategy to employing Swedish speaking senior management. IKEA employees are encouraged and required to get involved in the individual store operations; especially quality control checks and problem solving are a team effort with management. IKEA have flat management structure, open communication, thanks to their friendly unautocratic management style and this is their aimed strategy. Employees in IKEA are urged to take more responsibilities, this is to better assess their performance; their ideal is that every employee is important to IKEA's success. 'We see leadership as an action, not a position. We look for people's values before competence and experience, people who 'walk the talk' and lead by example. It is about being our best self and bringing out the best in each other' (Ikea.com, 2020).



CONCLUSION

Ingvar Kamprad's story and how he started, his origin and approach has had a positive influence on the working culture in IKEA. The founder was hard-working who adopted a simple life which is embedded in the work culture along with humbleness and teamwork. The story behind the organisation gives staff a greater purpose and understanding of the organisation's culture and values allowing them to adopt it personally and professionally. IKEA controls their operations by ensuring a close link between management and staff. They further motivate staff to work efficiently by rewarding stores that produce more profit by cutting more costs. As a result of this effective approach they have won many awards for their designs. The power structures have changed recently whereas in the past senior management were mostly Scandinavian, now that has changed. Their flat management style encourages open communication between all staff and encourages staff to take on more duties as they believe that leadership is not a role but an action that all staff should carry out. They also believe that every member of staff is important to the success of IKEA, therefore everyone should be treated as a valuable member. IKEA has a mixed structure, both power and person culture. They have adopted the strengths from each of these approaches and implemented into their organisation. IKEA's cultural web is likely to be supporting its current strategy. IKEA In the past favoured the Swede citizens only for managerial programmes, but in the last few

years international career management is now seen essential to sustaining international growth but more steps and measures need to be taken to ensure that other backgrounds are fitted into the managerial programmes, this is likely to improve work performance as workers who are not likely to get promoted for this in the past will feel motivated to reach their full potential. IKEA's cultural values are things like informality, cost consciousness and a very humble and "down to earth" approach as passed down by Kamprad along with responsibility and teamwork and ensuring that their employees are highly motivated and committed.



According to Forbes 'Having a robust company culture means living by those values and that mission each day and encouraging your teammates to do the same. A strong culture produces employees with a well-tuned sense of direction and helps create common definitions of success, so your company can grow as a team'

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