



Module: International Marketing: Principles and Practices

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Title: IKEA's International Marketing Strategy in the United Kingdom and India

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Section 1

1. Introduction

This report examines IKEA's international marketing strategy in the United Kingdom and India, using the two markets to show how one global brand adjusts its approach across different economic, cultural, and retail environments (IKEA, 2025a). The macroenvironment between the two countries will be initially compared using a PESTEL framework, where the social factors will be examined further using the consumer behaviour, family life, urban living patterns, and cultural preferences within the home furnishings industry (IKEA, 2025a; IKEA, 2025b). The cultural dimensions of Hofstede will be integrated into the PESTLE analysis, particularly under the social factors, to explain the differences in consumer values, family formations, and preferences in home furnishing in the UK and India. Lastly, the report will evaluate ethical issues in the marketing mix of IKEA and suggest ways to improve these markets. The Reflective Cycle by Gibbs will be used to justify this report, and it will be presented in section 2 of the report.

2. Company Background

Ingvar Kamrad, a Swedish, started IKEA in 1943, and the business also introduced furniture in 1948 that had become the start of its growth as a home furnishings retailer specialist (IKEA, 2025a). IKEA has reported retail sales of EUR 44.6 billion worldwide in FY2025, which has been achieved in 13 franchise groups, and its stores have been visited 915 million times in the same year (IKEA, 2025a). IKEA has its strong mature-omnichannel model as seen in the United Kingdom with 43.2% of its turnover derived through online sales, and its flagship store, Oxford Street, in London, registered PS2.25 billion in retail sales in FY2025 (IKEA, 2025b). In India, IKEA has a history of around 30 years in the form of sourcing activities with approximately EUR 315 million yearly sources and has 48 suppliers connected to 45,000 plus direct co-workers and about 400,000 workers and operates in its extended supply chain (IKEA, 2025a). It now has Hyderabad, Navi Mumbai, Worli, Bengaluru, and Delhi format retail presence in India which means that India is not only a production center but also a consumer location of great significance in its future growth (IKEA, 2025b).

Mission statement:

IKEA has a mission of offering a massive range of well-designed and practical home furnishing products at prices that can be afforded by the largest number of people possible. This is reflective of its focus towards offering quality, well-designed, and functional home furnishing products at low prices to a mass market (IKEA, 2025a).

Vision statement:

The vision of IKEA is to make the many people have a better everyday life (IKEA, 2025b).

When did IKEA first enter host countries

IKEA started entering foreign markets in 1963 when it established its first foreign store in Norway. This became the first move of the company into the host nations. It went on to expand into Denmark in 1969, and into broader European markets in the 1970s. IKEA also entered more varied and far markets later, in 1987 into the United Kingdom and in 2018 into India. Such entries indicate the internationalisation strategy of IKEA, which is a slow, gradual manner of adjusting its business model to suit various economic, cultural and regulatory conditions of host countries without changing its main brand IKEA (2025a).

3. The Macro Environment (PESTLE)



Figure 1: PESTLE Analysis

Source: (Iqbal, 2025)

3.1 Political Factors

UK

Business rates and planning regulations also influence store expansion and location strategy, particularly in large-format retail stores, increasing the fixed operation costs and informing the decision-making process of physical store investments (Agarwal, 2026). In addition, the expansion of the National Living Wage imposes a strain on the operational costs that may have an indirect impact on prices and promotion policies in a competitive retail area (GOV.UK, 2024).

The political situation in the UK is relatively unfavourable in terms of regulatory pressures, labour expenses, and trade complications after Brexit, which add to operational limitations.

India

The possibility of entering the market and establishing IKEA in India was enabled by the foreign direct investment policy of 100% in single-brand retail, but the policy requires a company to source at least 30% of its products in the country, which restricts

which products to offer and what to incorporate in the supply chain (India Briefing, 2012).

In India, the political environment is quite favourable, as the policy on FDI is favourable to expansion and sourcing requirements and complexity in regulation provide some operational challenges.

3.2 Economic Factors

UK

The UK home furnishings market is a highly competitive environment that is in a mature state, and consumer spending is affected by the macroeconomic factors like GDP and GNP. The GDP and GNP per capita in the UK are high, meaning a high level of overall economic production and household income, which is the basis of the demand for home furnishings and interior products (Economics Observatory, 2024).

The UK has favourable economic destination regarding the robustness of the GDP and GNP, but there is a limitation of cost pressures and competition.

India

India is a rapidly developing emerging economy that is experiencing the growth of its GDP and a better GNI due to a fast-growing middle class and an increase in urbanisation (Radhakrishna, 2020). However, the GNP per capita is significantly lower in comparison to the UK, and this implies that the average income levels are poor and that the consumers are more price sensitive (Gore, 2003).

India has favourable economic growth with the rising GDP and GNP, but affordability is a significant issue.

3.3 Social Factors

In the UK and India, the changing trends in society are influencing consumer behaviour, which is favourable and unfavourable to IKEA. The emerging trend of individualism, smaller household sizes and urbanisation in the UK fits well with the IKEA self-service and space-efficient furniture. The UK market is very competitive, and there are already established local and international brands, which can be a challenge (Hofstede Insights, 2025).

On the other hand, the social landscape in India is shaped by the multi-generational family and urbanisation. Even as the middle-income population of consumers is growing with higher disposable income and a desire to purchase modern home furnishings, the Indian consumers are more price-sensitive (Arunkumar, Naik, and Murthy, 2025).

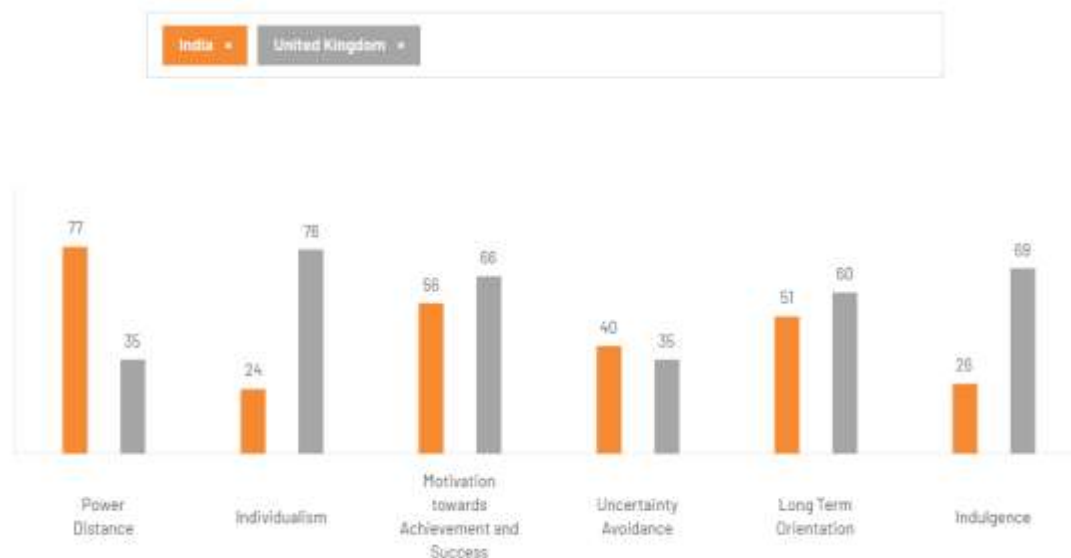


Figure 2: Country Comparison through Hofstede

Source: (Hofstede Insights, 2025)

According to the chart, the power distance in India is 77 as compared to the United Kingdom, which is 35, meaning that the customers in India are more accommodative of the hierarchical system and in-store service delivery can be more directive and authoritative than in the United Kingdom, where retailing is a lot more informal and self-service (Hofstede Insights, 2025). The UK individuality score stands at 76, and India scores at 24 on individuality, which implies that UK consumers are more individualistic and are focused on personal decision.

UK

The UK home furnishing market is very mature and is influenced by demographic and lifestyle factors, including a reduction in the number of people in the household, living alone and population density, especially in the cities of London and Manchester. The UK also has a fairly established DIY culture; the consumers are accustomed to assembling themselves and have an optimistic mind regarding saving money in connection with flat pack furniture (Zhang and Hale, 2022).

The social conditions are favourable in the UK and include high individualism, high adoption of digital and positioning IKEA as a self-service and modern lifestyle.

India

India is characterised as a social environment that is urbanising, with a growing middle class and changing consumer lifestyles, and it is changing the demand for modern and affordable home furnishing. But in India, these multi-generational living conditions, as opposed to the UK, are common, including family-oriented and large families, and the furniture requirements, including durability, storage space and frequent use, are affected (Kruse, 2021).

In the meantime, the proliferation of experiences of global lifestyles through digital media is fueling the wish for modern and Western-style interiors, which is an advantage to the IKEA brand positioning.

The Indian social environment is favourable since the growing demand for urbanisation and ambitious lifestyles is positive, yet the high rate of family orientation and culture is a determinant of high localisation.

Advantages of the Hofstede Model

The model created by Hofstede provides some insights into the differences between cultures. The simplicity and clarity of the model, considering the dimensions of individualism vs. collectivism, power distance, and uncertainty avoidance, can enable companies to find cultural trends that affect the choice of consumers (Vonk and Silva, 2024).

Disadvantages of the Hofstede Model

A major weakness is that the model generalises cultural characteristics, which may simplify the complexities of individual behaviours in a culture (Geert Hofstede, 2011). It is also based on the assumption that cultures are fixed, yet in reality, cultural values are dynamic.

3.4 Technological Factors

UK

The UK boasts of high digital infrastructure, e-commerce is common, mobile apps and contactless payments are common, and this implies that IKEA can deliver a seamless

omnichannel experience. The solutions that are based on convenience, such as click-and-collect, next-day delivery, and real-time stock visibility, can be sold as an urban-consumer-oriented service (Lozzi et al., 2022).

The technological environment in the UK is favourable as it has high rates of digital infrastructure, high rates of e-commerce acceptance and perfect omnichannel operation.

India

India has a rapid technological progress, particularly in mobile internet and online payments. However, the digital penetration is uneven, and the ratio between the online services and the in-store technological support, such as assisted kiosk and guided shopping tools, is required (Naeem, 2025).

Indeed, technology is increasingly becoming more favourable in both markets, which facilitates omnichannel retailing and personalised interaction.

3.5 Legal Factors

UK

The UK has a legal system that is functional and has established laws to safeguard consumers. The Consumer Rights Act 2015 and laws of like nature demand that they are of satisfactory quality, fit for purpose and that they are represented as being so, which affects product design and marketing claims (GOV.UK, 2015).

The UK has a fairly unfavourable legal environment as the country has stringent product safety, consumer laws and privacy laws, which make it more expensive to comply with.

India

The Consumer Protection Act 2019, which strengthens consumer protection and requires the proper display of the product and fair prices, is a characteristic of the legal landscape of retail in India (Maheshwari, 2023). The FDI requirements, including the local sourcing requirements, are also required to be followed by foreign retailers like IKEA, which influence the supply chain and product strategy.

India has a relatively unfavourable legal environment due to the complexities in regulatory compliance and sourcing requirements.

3.6 Environmental Factors

UK

The UK is a state where sustainability, the use of a circular economy, and carbon reduction are of high priority. The increasing consumer consciousness regarding climate change and the ethically conscious consumption drives the demand for sustainably sourced materials, recyclable products and low-carbon operations (Glavič, 2021).

India

In India, environmental awareness is increasing, though not as prevalent as in the UK and costs and usefulness are given more priority. The high rate of urbanisation and population increase is straining resources (Ferro, Vemanaboina, and Prakash, 2026).

Indian environmental conditions are relatively favourable, and the sustainability awareness is growing in favour of long-term opportunities.

4. Similarities and Differences Between the UK and India Using PESTLE Analysis

4.1 Comparative Analysis of the UK and India

1. Political Factors

The UK and India are both politically stable, with huge differences in their regulatory conditions. The regulatory environment in the UK, where Brexit has also been very strict, also impacts the labour, trade and consumer protection laws (GOV.UK, 2024). On the contrary, the government of India is more open to foreign investments and offers favourable policies such as 100% Foreign Direct Investment (FDI) in single-brand retail (India Briefing, 2012).

2. Economic Factors

The economy and GDP per capita of the UK are well-developed and amount to \$46,000, which ensures the demand for home furnishings is stable (Britclock UK, 2026). Conversely, India is a fast-developing nation with a low GDP per capita of just \$2,800 (Robitaille, 2026). The emergence of the Indian middle class and urbanisation is leading to the need for cheaper home furnishing.

3. Social Factors

The UK is a country with smaller households, more individualistic, and it values convenience, which is perfectly suited to self-service IKEA (Zhang and Hale, 2022). In turn, India will be multi-generational, and buying choices are made according to family needs, and consumers are willing to buy longer-lasting and space-saving products, which can host a large family (Kruse, 2021).

4. Technological Factors

The UK boasts of a well-developed digital system that supports the e-commerce sector, and over 52 million people are online buyers (Statista, 2025). This eases the process of omnichannel retailing. India is also moving quickly towards technology, and with a mobile-first strategy and 1 billion internet users in 2026 (Elad, 2025).

5. Legal Factors

The legal frameworks in both countries are well-developed, but the UK regulatory environment is more stringent, particularly in consumer rights, product safety, and data protection (GOV.UK, 2015). Consumer protection in India is increasing, and another obstacle to foreign brands is the regulatory facet of FDI, sourcing and product quality (Maheshwari, 2023).

6. Environmental Factors

The UK consumer market is highly environmentally-conscious as well, and the trend in demand towards sustainable, eco-friendly products is growing (Glavič, 2021). The rising trend of recycling systems and lax environmental regulations in India poses a challenge to IKEA in ensuring that sustainability practices are established in the country as easily as in the UK (Ferro, Vemanaboina, and Prakash, 2026).

4.2 Cultural differences using Hofstede's dimensions

The UK has been characterised as a fairly highly individualistic nation, i.e., the consumers are more likely to value personal choice, self-expression, and independent buying behaviours (De Mooij, 2021).

Conversely, India is collectivist and less individualistic, which implies that the group utility and family needs are more connected with household purchases. On the whole,

these cultural differences imply that IKEA has to transform its marketing and retail experience to suit the local social reality (Vescovi, 2022).

5. Comparative STP Analysis

5.1 Segmentation Demographic, geographic, psychographic

Demographic Segmentation

IKEA has a diverse customer base in the UK, with the key ones being students, young professionals, renters, and first-time buyers. This target market, which is largely based in urban areas, is drawn to the cheap furniture (Hooson, 2026). There is also a fast internet penetration with 954.4 million internet users as of March 2024, and this has led to an increase in online shoppers, which has reached 270 million (IBEF, 2025).

Geographic Segmentation

IKEA's geographic segmentation in the UK is focused on urban areas with high population densities, such as London, Manchester, and Birmingham. These regions are characterised by renters and smaller household sizes, making IKEA's compact, functional furniture highly relevant (Hooson, 2026).

In India, the geographic segmentation is more nuanced, with a focus on Tier 1 and Tier 2 cities like Mumbai, Delhi, and Bengaluru, where urbanisation is rapidly increasing. The Indian furniture market is forecasted to grow to approximately \$30.6 billion by 2025 (Mali, 2025).

Psychographic Segmentation

In the UK, IKEA's psychographic segmentation targets individuals who value convenience, affordability, and self-service. The UK market is highly individualistic, with consumers seeking personal choice and efficiency (Zhang and Hale, 2022).

In India, the psychographic profile is centred around family-oriented purchasing decisions. Indian consumers prioritise practicality, durability, and space efficiency, particularly in urban areas where multi-generational living is common (Kruse, 2021).

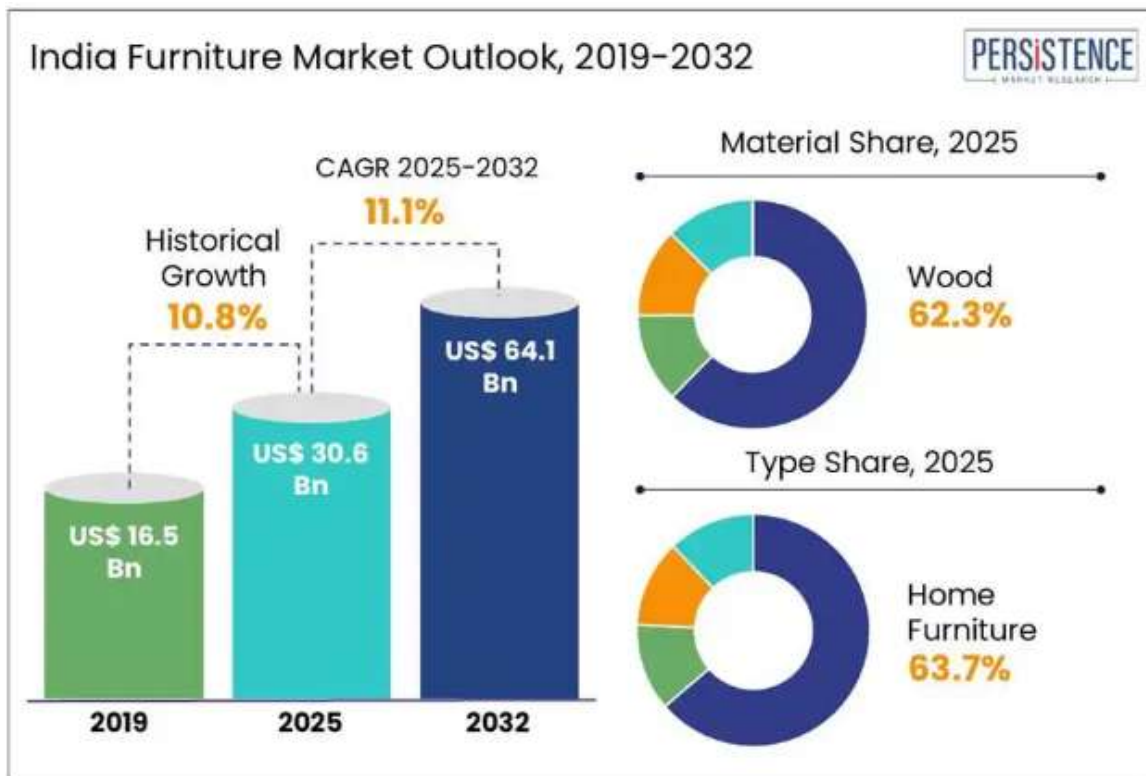


Figure 3: Indian Furniture Market Outlook

Source: (Mali, 2025)

5.2 Targeting

In the UK, IKEA focuses on a primarily differentiated strategy where it focuses on the mass-market customers who would want contemporary design at low prices. It works well in a full-fledged retail market because customers already know what IKEA conceptualisation is, and are already accustomed to the notion of shopping in a warehouse and omnichannel convenience (Schlegelmilch, 2022a).

The company in India seems to focus on a smaller and more dynamic urban population of consumers as opposed to the whole population. The urban-based middle classes with increasing disposable income and exposure to global lifestyles demands constitute the most effective target group (Schlegelmilch, 2022b).

5.3 Positioning

Convenience, and great omnichannel availability support this positioning in the UK, where IKEA can be used by consumers who are interested in the solutions of modern living, yet they do not receive premium prices (Jadach and Tłuczak, 2026).

Positioning should be more localised in India. IKEA is a global brand with localised meaning, as in the UK it is promoted as a convenient lifestyle brand, and in India as an aspirational, yet sensible home solutions brand (Guyen, 2026).

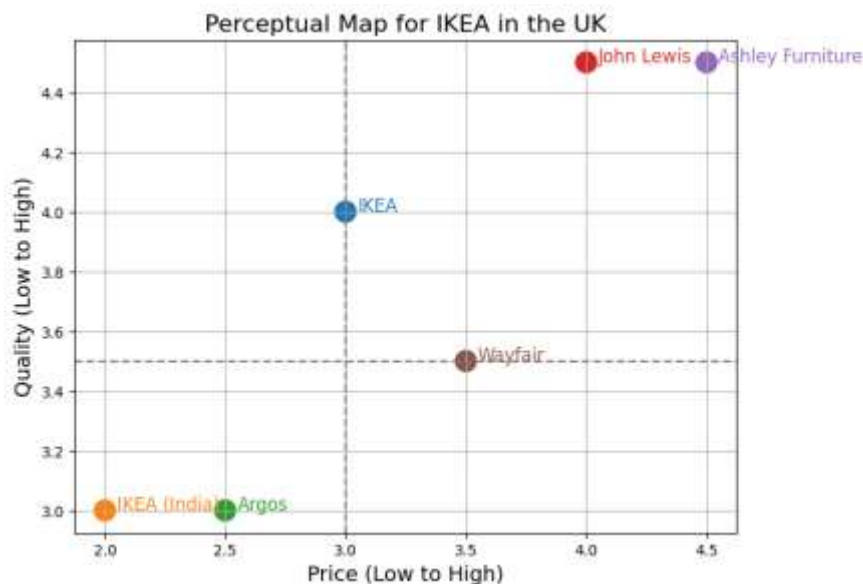


Figure 4: Perceptual Map for IKEA in the UK

Source: (Author-developed)

IKEA's perceptual map in the UK brings out the situating position of the company on the price and quality relative to its competitors. IKEA lies between the two pricing ranges, being affordable and quality, appealing to consumers with low budgets without sacrificing the functionality of the products. High-end brands such as John Lewis and Ashley Furniture would fall in the upper-end price. Wayfair, as a company with a similar pricing strategy to IKEA, is an online retailer, whereas IKEA India and Argos occupy the middle price range, having moderate quality.

5.4 Similarities and Differences STP

Aspect	Similarities	Differences
Segmentation	Both markets are segmented by demographics (age, income), geography (urban	Segmentation in the UK is driven by smaller sizes of homes, convenience and individualism. On the other hand, segmentation in India is more on family-oriented

	areas), and psychographics (lifestyle choices).	choices, bigger families, and price sensitivity.
Targeting	Both markets target the middle class and urban consumers, particularly younger professionals.	In the UK, IKEA targets young professionals, renters and students. In India, IKEA targets the fast-evolving middle-income families or multi-generational families, particularly those in the urban regions.
Positioning	IKEA positions itself as an affordable, modern, and functional brand in both countries.	In the UK, IKEA emphasises convenience, self-service, and space-saving in smaller living areas. IKEA in India is all about functionality, stability and adaptation to the demands of the big families.

6. Comparative International Marketing Mix (7Ps)

The marketing mix is the combination of strategies employed to market a product or service (Baker, 1992). Conventionally, it will be composed of the 4Ps: Product, Price, Place, and Promotion. It is expanded to 7Ps by modern approaches that incorporate People, Process, and Physical Evidence to consider service-based businesses and customer experiences.



Figure 5: 7P's of Marketing Mix

Source: (Collidu, 2024)

6.1 Product

IKEA has a wide variety of home furnishings, including sofas, lighting, and numerous options of size, design and functionality to appeal to the various preferences of the consumers (Isidore and Arun, 2022).

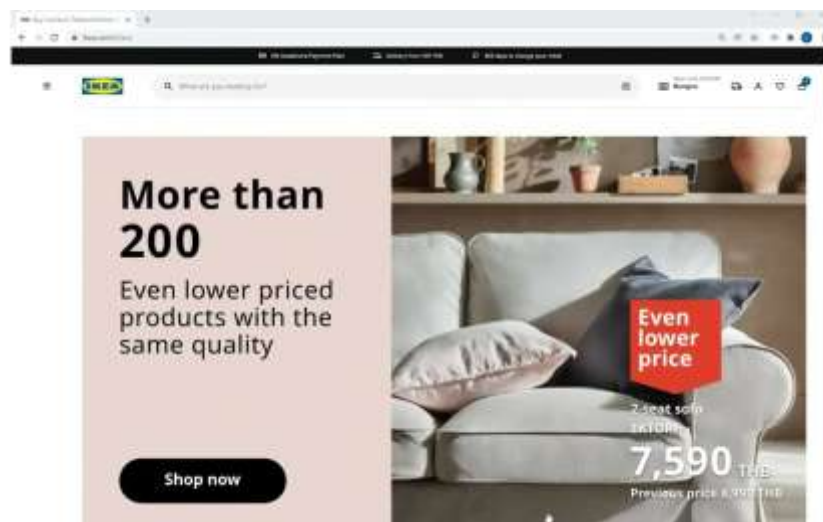


Figure 6: IKEA Website Design

Source: (IKEA, 2024)

The width is the scope of products IKEA deals with, which are furniture, storage, kitchen, and textile with a broad market. (Dang, 2022). IKEA's line of products is designed to meet the requirements of different customers with a supply of modern and traditional designs.

6.2 Price

The UK furniture industry has size and intensity, as the overall industry received about US\$38.6 billion in 2022 and is projected to grow even higher by 2030 (Grand View Research, 2024).

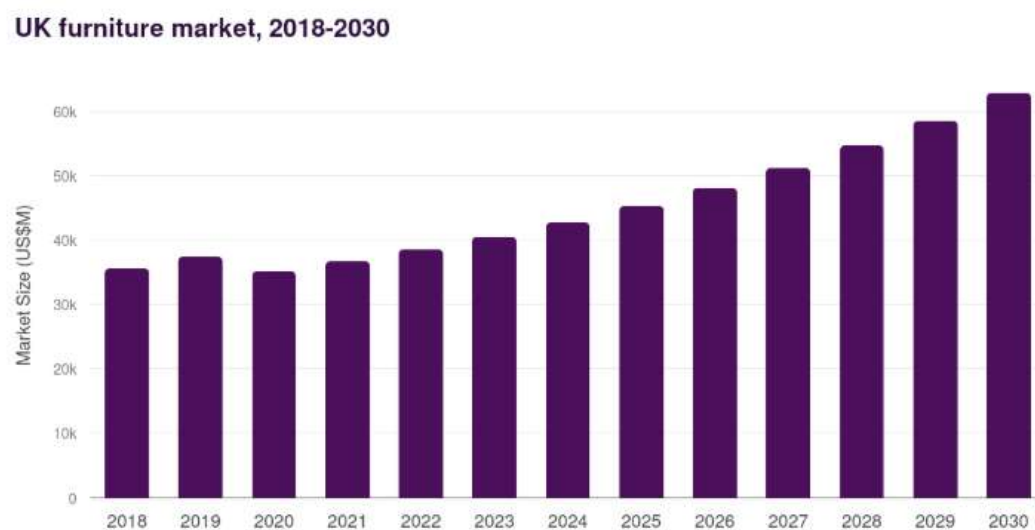


Figure 7: UK Furniture Market

Source: (Grand View Research, 2024)

Price is even more strategically important in India as access to the market is even more directly linked to affordability. The Indian furniture market is estimated to be US\$30.6 billion in 2025 and is forecasted to grow at more than 11%/year to 2032 (Kasar, 2026).

6.3 Place

The UK consumers are also used to the shopping experience online and expect to have an unproblematic interaction between the online shopping, visit and fulfilment process in the stores (Vinoth and Srivastava, 2024).



Figure 8: IKEA Store in UK

Source: (The Guardian, 2021)

In India, the place strategy is more developmental. Hence, the integrated place strategies of the two countries vary in terms of the fact that the UK model is focused on the optimisation of convenience, whereas the Indian model is more focused on the market expansion and consumer access (Subramanian and Bachhav, 2025).



Figure 9: IKEA Store in India

Source: (IKEA, 2026)

6.4 Promotion

Integrated Marketing Communications (IMC) is a marketing concept that is used to describe the process of harmonising and synchronizing all marketing channels and messages to convey one overarching brand message across all channels (Mogaji, 2025).

Consumers in the UK have a high awareness of self-service retailing and flat-pack furniture, and therefore preference and loyalty are created as the focus of the promotions as opposed to awareness creation (Singh, 2023).

In India, the process of promotion is rather an educational component, as the population is not that familiar with the business model of IKEA. IKEA uses advertising, in-store displays, and workshops to show how the self-assembly process works (IKEA, 2025a).

6.5 People

People are another important parameter in the comparison of the two markets. IKEA has a service model, which conforms to consumer preferences of independence and efficiency in the UK. Employees play an important role, but the experience lies in self-direction, online support and customer independence. Employees thus assume a more facilitating than a directing role (Du and Yan, 2022). By the year 2025, IKEA UK have around 12,000 employees both in stores and online (IKEA, 2026).

In India the interaction of the staff is likely to have a greater relevance in defining customer confidence and purchase decisions. In India, IKEA has an increasing number of employees, and, as of 2025, there are around 11,000 employees (IKEA, 2026).

6.6 Process

Self-service, organising the delivery of products online and assembling them are some of the aspects that are mostly comfortable to UK and Indian consumers. This makes this process relatively simple and in accordance with the expectations of the area (De Mooij, 2021).

The customer complaints process at IKEA is aimed at providing timely resolution and customer satisfaction. The customers will be able to make complaints in various ways,

such as in-store, online using the IKEA website or via the customer care hotline (IKEA, 2018). When a complaint is received, IKEA will strive to act promptly.

6.7 Physical evidence

One of the strongest strengths that IKEA has in the two markets is the physical evidence. This concrete manifestation supports the familiarity, effectiveness and Scandinavian identity in the UK. Consumers recognise the store as the location where they can access low-cost solutions to their lifestyles (Ma et al., 2024).

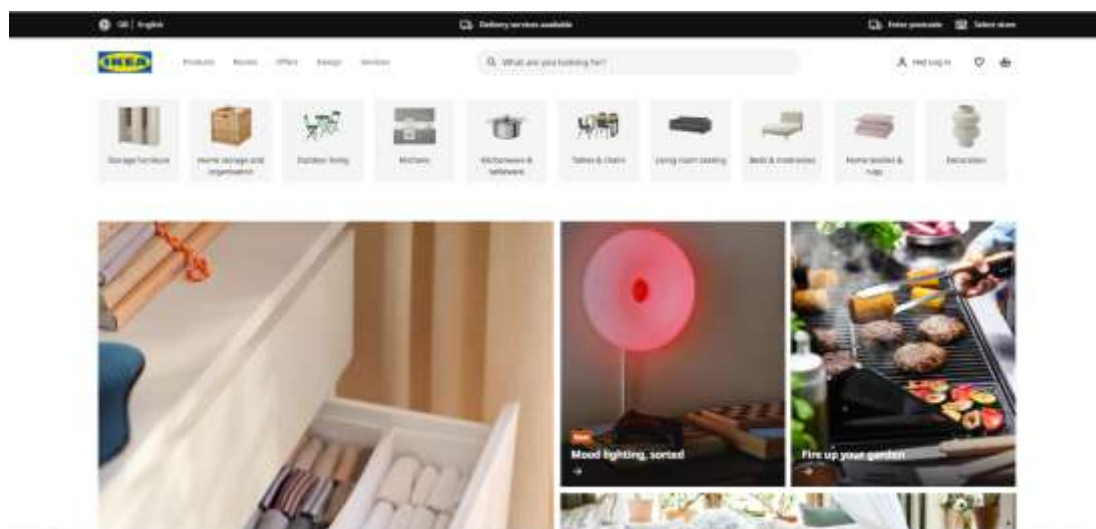


Figure 10: IKEA UK Website

Source: (IKEA, (2024)

Physical evidence is even more strategically important in India, as it assists in conveying the idea more experientially. Putting the products on display in stores helps customers to envision how the products would appear in a real home, especially when the market has not been organised to sell home furnishing products.

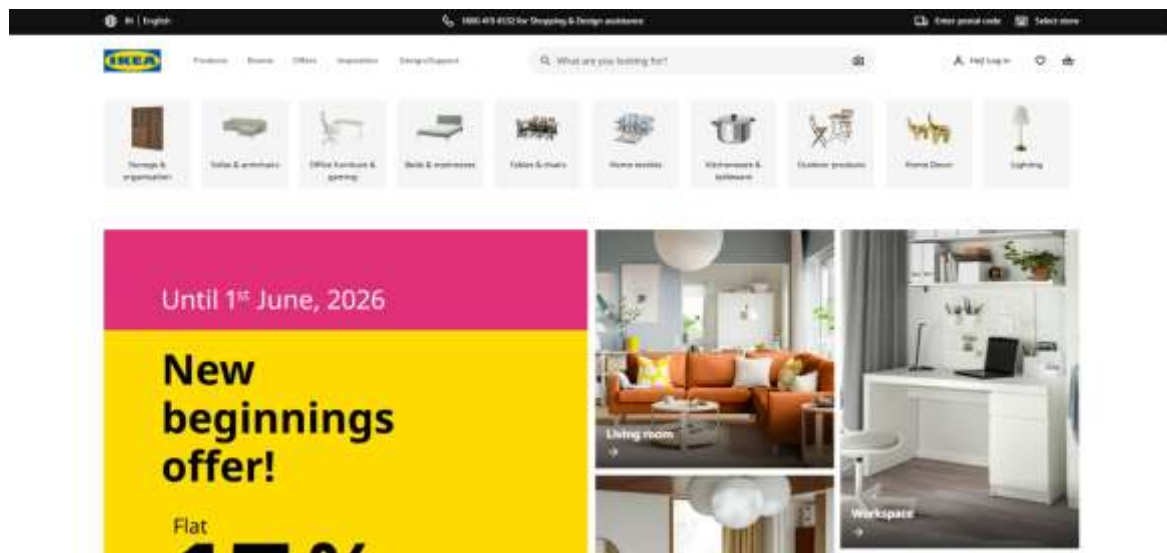


Figure 11: IKEA India Website

Source: (IKEA, 2023)

7. Directional Development Strategy in India

Directional development strategy means the pathway that a firm is taking toward growth within a selected market.

7.1 Chosen country context

The country that would be more suitable to study the directional development strategy of IKEA is India, since this is a high-growth emerging market and not a mature market. But in India, unlike in the UK, where IKEA has already established a well-established retail atmosphere, the nation has massive growth potential in the rapidly urbanised environment (Aranitou et al., 2024).

7.2 Growth direction and market development strategy

In India, the strategy of market development used by Ansoff can be best considered the one that could be used by IKEA: the company sells its proven home-furnishing idea in a new country market in the form of a store expansion, e-commerce, and localisation. This would be suitable since India presents urbanization and increasing middle-class consumption.

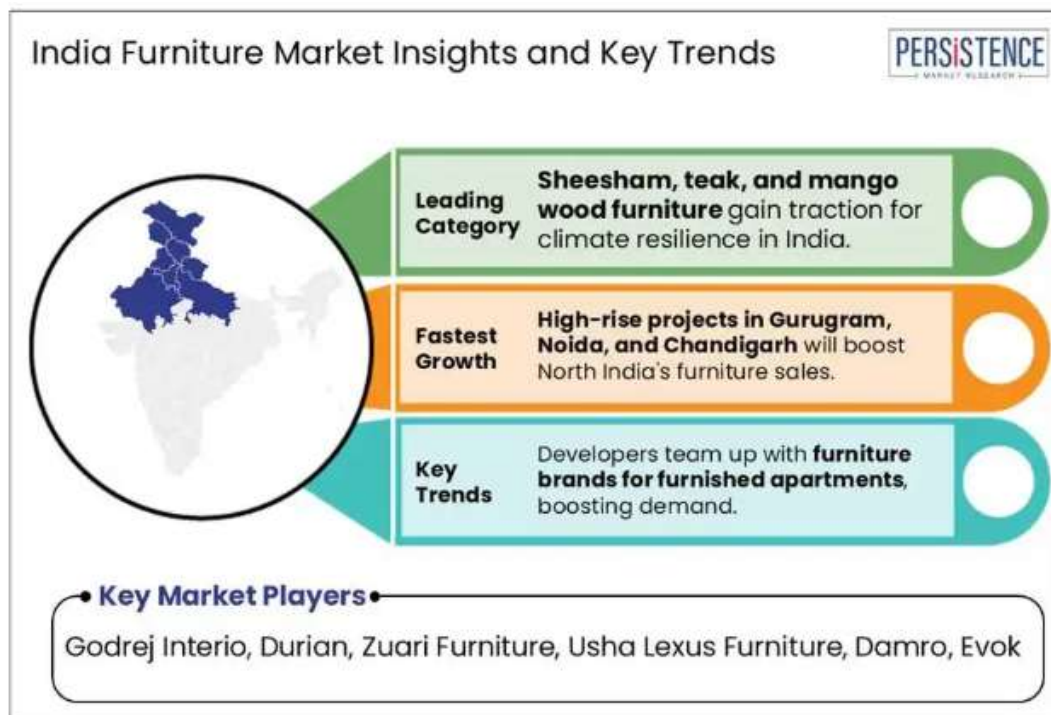


Figure 12: Key Furniture Market Insights and Key Trends

Source: (Mali, 2025)

The strategy incorporates the physical development and channel integration that will enable the brand to become more accessible and convenient in a range of touchpoints of customers (Ramadan, 2023).

8. Ethical Issues in IKEA's Marketing Mix

A significant ethical issue in the marketing mix of IKEA in both the UK and India is the gap that could be established between the statements of sustainability and the reality. The brand may also be alleged to be greenwashing, especially in the markets where the sustainability claim is closely monitored by consumers and regulators (Tantravahi and Karri, 2025).

The second issue is related to the sourcing and labour ethics. It will particularly be significant in India, where the growth and price elasticity can further contribute to the pressure on the supply partners and in the UK (Nangia, Bansal, and Thaichon, 2023).

9. Recommendations for Future International Marketing Strategy

9.1 Strategic recommendations

Recommendations for the UK

IKEA needs to continue with its strengths of convenience and affordability in the UK. Moreover, IKEA has the option of offering in-store or loyalty programmes, which can motivate a younger, more technological customer segment to buy more and remain loyal to the brand, as they both enjoy convenience and sustainability.

Recommendations for India

In India, IKEA needs to further localise its products to meet the various demands of multi-generational family needs. Space efficiency, durability, and affordability will be a focus that will draw in the Indian customers. IKEA should also invest more on education marketing campaigns.

9.2 Justification for recommendations

These proposals are legitimate since they will contribute to competitiveness and legitimacy. The reputational risk will also be minimised with an increased level of openness in sustainability communications, besides safeguarding the brand against the issues of greenwashing. The higher localisation in India enhances relevance in an Indian market, which is urban constrained, living as a family and price sensitive.

10. Conclusion

It has become clear in this report that the international marketing strategy of IKEA is a global homogeneity and local selective adaptation. The company has been helping to uphold its core value in home furnishing that is affordable, functional, and well-designed in the UK and India. The comparison nevertheless exposes that there is no means that this standardised global identity can be put into practice in both markets in a similar fashion.

Section 2

11. Reflective Account (Gibbs' Reflective Cycle)

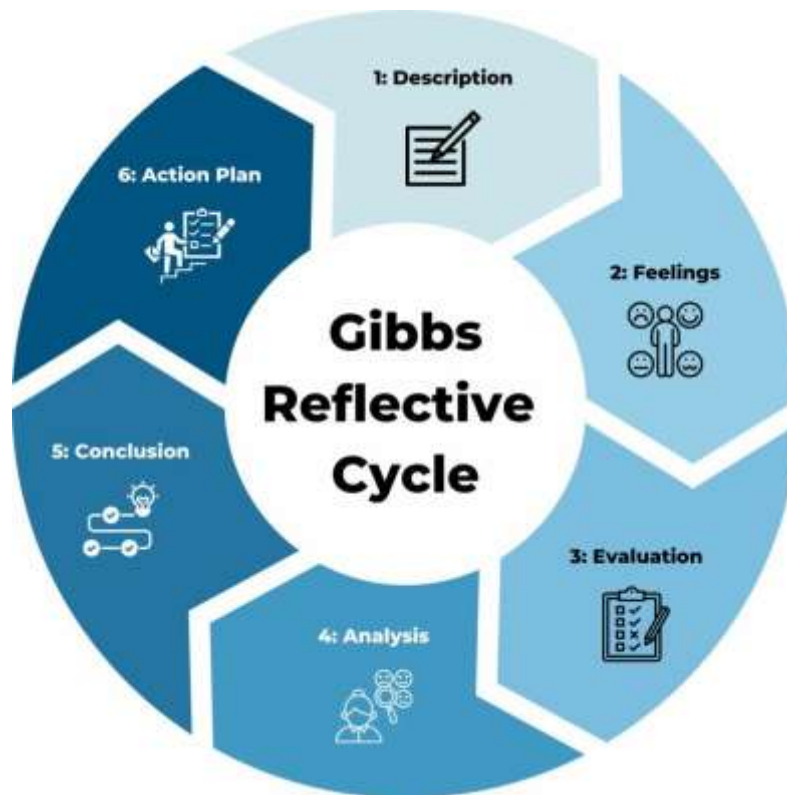


Figure 8: Gibbs Reflective Cycle

Source: (Channell, 2023)

11.1 Description

The task in this report was to determine the international marketing approach of IKEA in the UK and India and compare the two markets using the relevant frameworks and reflect upon the research, analytical and writing experience of the assignment. IKEA has been selected because it is a well-known global retailer, in which the variations in its operations in the developed and emerging markets can be identified.

The first thing I did was to read the assessment brief in detail to get to know about the sections required, the number of words to be used and the need to critically compare and not just describe. Next, I collected data in academic journal articles, books, business newsletters and market materials. Then, I divided the report into the big portions: macro-environmental analysis, social and cultural comparison, STP, 7p, directional development strategy, ethical issues and recommendations. In the

process, I applied the following theories: the PESTEL, the cultural dimensions of Hofstede and STP to organise my thoughts and to simplify the procedure of comparing the two countries.

I used the Gibbs Reflective Cycle as it has a clear and logical outline of evaluating not only what I did, but also how I felt, what I learned and what I would do better in future (Gibbs, 1998). It is assumed that reflection models, structured and designed to lead learners to critical self-awareness and professional development, can be helpful in the area of higher education.

11.2 Feelings

My initial expectations about the choice of the brand were rather positive, as at the start of the assignment, IKEA is a household brand, and there is a lot of information about its activities in the countries of operation. However, there was also the feeling of uncertainty about how to integrate theory with evidence in life.

Later on, I got more interested in the subject as I could observe that cultural and economic divergences influence marketing choices. This aspect of comparing the lifestyles of consumers in the UK and India was of special interest to me since I was able to realise that international marketing is not merely about selling the same product in different locations but also learning how people live, buy and appreciate differently.

11.3 Evaluation

One good aspect of my strategy was that opposite markets were selected. The UK and India developed a powerful platform to compare, and it was easier to showcase cultural, economic and behavioural differences (Shukla et al., 2023). The use of various frameworks was also another strength. PESTEL assisted me in making a comparative analysis of the macro-environment, and Hofstede assisted me in supporting the discussion on the social and cultural factors. The 7Ps and STP then enabled me to paraphrase the theory into the international marketing options of IKEA. This helped to make the report more logical and in line with the task requirements.

11.4 Analysis

The experience made me realise the fact that the international marketing analysis needs to be viewed in the context of theory, context and judgment. It is not sufficient just to implement a framework. As an example, PESTEL can only be utilised

successfully when it is used in the explanation of the impacts of external situations on strategic decisions (Qawasmeh et al., 2025). The connection between the changes in macro-environment and marketing implications, e.g. the price-sensitivity in India or the omnichannel expectations in the UK, was practically implemented with the help of the framework in this report.

The other valuable lesson that I learned is that culture is not to be considered as a background factor. The Hofstede dimensions proved to be able to explain the difference in the family orientation, independence and decision-making style, but in terms of real marketing decisions, such as store support, the style of communication and product adaptation, the model proved to be very convenient.

Lastly, systematic self-reflection is important, and the reflective process alone assisted me in comprehending it. Reflective writing in higher education is useful as it promotes the learner to recognise the impact of his or her decisions, assumptions and weaknesses on the quality of work (Yeh et al., 2022).

11.5 Conclusion

On the whole, this assignment affirmed my beliefs that an international marketing approach ought to be adjusted to the varying market conditions. The other thing I have learned is that in order to compare successfully, one has to tie the theory and evidence together and not only describe what is done by a company, but why and what it is and what the implications of it are. I also came to know that my strong points are the choice of the topic, the framework and gathering of the evidence, and my weak points are associated with the over-descriptions and control of the word balance.

11.6 Action plan

To assign future tasks, I will first work with the more concise research map that will depict what sources will go into each of the sections and how each of the sections will need to argue out its critical point. It will enable me not to gather too much descriptive material without a definite purpose of analysis. I will also pre-establish section-by-section word limits in the process to make sure that I have a more even distribution of the report.

The aspect of being critical that I will work on in the writing part is by asking myself a set of questions per section: What does this mean? What is the meaning? What impact

does it have on strategy? What are the constraints or inconsistencies? This series of prompts must enable me to be more consistent in my description and evaluation transitions. I will also strive to improve on my exploitation of new peer-reviewed literature, especially in the field of ethics, consumer behaviour and strategic implications.

Lastly, I will adopt reflective models like Gibbs in future academic projects since the models will help me to determine the quality of the learning process and the final product. This will be relevant in the post-graduate study where he/she ought to study independently, be able to think and form oneself in a critical way.

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