

**Title: International Marketing Report: Comparative Analysis of IKEA
in the United Kingdom and India.**

Programme: Master of Business Administration

Module Title: International Marketing: Principles and Practices

Module Code: LCMB7026

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1. Introduction

IKEA is one of the home furnishing retailers world-wide which has adopted a cost-leadership strategy, flat pack furniture, and Scandinavian design. The company has been successful in over 60 countries by providing low-cost and utilitarian products and balancing global standardisation and local customisation in various markets (Alenezi et al., 2019). This report critically analyses the international marketing by IKEA in the United Kingdom and India which are two different markets with respect to the income levels, culture and consumer behaviour. The analysis measures the implementation of changes in the strategies of IKEA using the frameworks of PESTEL, STP, marketing mix (7PS). It shows that standardisation is applicable in developed markets such as the UK, but more localisation is needed in the emerging markets such as India to gain competitive advantage.

2. Company Overview

IKEA was established in 1943 in Sweden and it has grown to be one of the largest retailers of home furnishing in the world. The business model of the company is focused on the possibility to provide functional, well-designed, and affordable furniture based on the efficient global supply chain (EBSCO, 2024). The most important aspect in the IKEA approach is that it uses flat pack products and self-assembly by the customer thereby lowering the production, shipping and labour expenses and enabling the large-scale operations.



Figure 1: IKEA Logo

Source: (Nicolaus, 2026)

At a strategic level, IKEA is engaged in a cost-leadership approach where the company focuses on offering good value at reasonable quality and design level. This enables the company to compete successfully in very competitive markets since it can focus on price conscious buyers without affecting the brand popularity. Its competitive edge is also enhanced by the integration of economies of scale, effective sourcing and uniform store formats (Mohanty, 2026).

IKEA has a hybrid strategy of standardisation and adaptation regarding internationalisation. Its operational efficiency is reflected in standardisation of its global brand identity, store preparations and its product fundamental designs. Nonetheless, there should be the adaptation to address the differences in cultural preferences, income levels and consumer behaviour especially in emerging markets.

The case in point, IKEA is a mature market in the United Kingdom, and consumers are accustomed to DIY assembly, which has allowed the company to adopt a highly

standardised strategy. This is not the case in India, being price sensitive and having a wide range of tastes, where IKEA has adjusted to meet the need by including delivery and assembly options and designing of small-sized furniture (Urban Project, 2025). This equilibrium between normalisation and localisation makes it global and local at the same time.

3. Comparative PESTEL Analysis

The comparative PESTEL analysis is one that analyses the impacts of macro-environmental factors on the IKEA international marketing strategy in United Kingdom and India. The reliance on the numerical measures including income rates, population, and infrastructure capacity enhances the analysis by connecting the external circumstances to the process of strategic choices.

		
Political 	Stable environment, Brexit impact: £2–£4 extra import costs	100% FDI, 30% local sourcing requirement
Economic 	- GDP per capita: £35,000 - Prices: £300–£2,000	- GDP per capita: £2,200 - Prices: £20–£200
Social 	- Average Household Size: 2.4 - DIY Culture	- Average Household Size: 4~5 - Preference for Service & Compact Homes
Technological 	67M Internet Users - Fast Delivery (1–3 days)	800M Internet Users - Slower Delivery (3–7 days)
Environmental 	- Net-Zero Target 2050 - High Sustainability Standards	- Price-Focused Market - Pollution Challenges
Legal 	- Minimum Wage: £10+ per hour - Strict Labour Laws	- Labour Costs: < £2 per hour - Variable Regulations

Figure 2: Comparative PESTEL analysis

Source: (Own)

3.1 Political Factors

United Kingdom

UK has a stable political environment that has well established systems of regulation that favors foreign businesses. Nonetheless, after Brexit, some extra custom operations and import taxes have added to the cost of operations. Indicatively, the retailers have experienced an increased cost in logistics and importation of some of the imported products by about 2 to 4 pounds per unit which has impacted pricing strategies and the efficiency of the supply chain (Dhingra et al., 2018).

India

In India, 100 percent foreign direct investment in a single-brand retail is allowed, but the companies such as IKEA are supposed to procure at least 30 out of 100 products in India (Kaur, 2019). The need has made market entry a bit more complex but has allowed IKEA to build a local supplier base, which minimized the long-term production and transportation costs.

3.2 Economic Factors

United Kingdom

UK has high purchasing power with the GDP per head of about 35000 pounds/year. An average household income is enough to spend on furniture as a non-essential good and IKEA can offer a full room solution with price between £300 and above 2,000 per installation (ONS, 2024). Nonetheless, there is increased consumer price sensitivity with the increasing cost of living.

India

The GDP per capita is much lower in India and it is about two thousand and two hundred pounds per year which means that there is low purchasing power. Nevertheless, the Indian population is more than 1.4 billion individuals and therefore a broad consumer base. IKEA has to then sell at a reduced price, including furniture pieces between £20-200 to adjust to the local market and capture the market in the long run (Inamdar, 2025).

3.3 Social and Cultural Factors

United Kingdom

The UK has an average household size of approximately 2.4 residents per household and generally consumers are accustomed to retailing models that are self-service. The

design of IKEA furniture concerning DIY is in line with this behaviour since customers are ready to assemble their own products, which lowers the level of service needs and operational expenses (Safi, 2022).

India

The household size in India is 4-5 persons per house, and the consumers prefer services and convenience-based experiences. Also, the housing in urban cities like Mumbai can have apartments as small as 30-60 square metres and in these cases, it is necessary to offer compact and multifunctional furniture (Chakraborty, Staub and Bollo, 2022). IKEA will have to thus modify the product designs and offer assembly services that will respond to these demands.

3.4 Technological Factors

United Kingdom

UK boasts of fine technological infrastructure and more than 67 million individuals in the country have access to the internet. The level of e-commerce is very advanced, and IKEA can use the combination of online shopping and the physical stores. The delivery systems have the potential to reach the customers in 1-3 days, and they can sustain efficient omnichannel operations (Chodak, 2024).

India

India boasts of more than 800 million internet users hence it is among the largest digital markets in the world. The infrastructure however varies largely depending on the region, and the delivery times in certain areas may take up to 3- 7 days or even more (Deakers, 2025). IKEA thus concentrates on the high population cities like Hyderabad and Mumbai where the logistics and digital infrastructure is more stable.

3.5 Environmental Factors

United Kingdom

UK environmental policies are very stringent with a legally enforced target of a net-zero emission of carbon by 2050. Customers are becoming increasingly environmentally friendly, and IKEA invests in renewable materials and recycling projects (Segal, 2025). Such practices however can raise the production costs by several pounds per unit.

India

Environmental issues in India include pollution, scarcity of resources, which means that consumer buying behavior depends on price. Indicatively, a good number of consumers tend to buy furniture which costs less than £100 as opposed to the environmentally certified furniture that could cost a lot. IKEA will thus have to strike the balance of sustainability and affordability in this market.

3.6 Legal Factors

United Kingdom

UK has well developed legal system having clear laws on consumer protection and labour. The minimum wage in the country is more than 10 pounds per hour, and this adds to the labour costs, but it makes the labour conditions uniform. This enables IKEA to have standardised operations with the predictable compliance requirements.

India

The legal climate in India is more difficult, and laws differ depending on state. The costs of labour are also at a very low rate; below 2 pound in some places, which translates to low costs of operation. Nonetheless, this involves the installation of stringent monitoring mechanisms by IKEA to make sure that it complies with the ethical code and preserves the image of the brand (Rajayya, Nair and Karthiayani, 2025).

3.7 Comparative Summary

This comparison shows that the UK is a high-income, technologically developed, and stable market, and IKEA can use a relatively standardised strategy and rely on positive purchasing power and effective infrastructure. On the contrary, India is a vast and fast expanding market with less income that requires realignment in pricing, product development and delivery of services.

The disparities in the GDP per capita, the number of people, the structure of households, and the infrastructure indicate that IKEA will have to use various approaches in each market. Although the UK is a safe source of revenues, India proves to have a high potential of growth in the long term, which proves useful in terms of the need to balance global effectiveness and local sensitivity (Batsakis et al., 2023).

4. STP Analysis (Segmentation, Targeting and Positioning)

The STP model provides details of how IKEA finds and targets various categories of customers in global markets. A comparison between United Kingdom and India reveals how segmentation, targeting and positioning strategies are informed by variations in the income levels, urbanisation and consumer behaviour.



Figure 3: STP Analysis

Source: (GeeksforGeeks, 2023)

4.1 Segmentation

United Kingdom

IKEA in UK follows a wide scope of segmentation; it is founded on the demographics, psychographics and behavioural factors. Having approximately 67 million inhabitants, IKEA focuses on middle-income families, students, and young workers who want to obtain cheap and practical furniture (Kalayci, Becker and Barrot, 2024). The consumers are aware of the self-service retail and DIY assembly, which justifies the standardised model in IKEA. The condition of housing, which is usually characterized by a smaller apartment, also contributes to the demand of products that are practical and space-saving.

India

The market in India is more diverse and thus it is more focused. IKEA with the population over 1.4 billion people focuses on the middle-class consumers in the cities like Mumbai and Hyderabad where the population is more than 10 million people. Such consumers are getting more exposed to the global way of living but are price-sensitive

(Choudhury, 2020). The segmentation strategy of IKEA is dictated by the larger household sizes and smaller living areas that demand multifunctional furniture.

4.2 Targeting

United Kingdom

IKEA uses mass-market targeting approach in the UK and has many consumers who differ in age brackets and income levels. The fact that the market is mature gives IKEA an opportunity to retain a wide range of customers, which the presence of large numbers of stores around the country supports.

IKEA has, as an illustration, several huge stores within towns like London, Manchester and Birmingham and this has made it reach millions of customers. This mass market targeting would enable IKEA to cover the maximum market share and sales volume.

India

In India, IKEA uses concentrated targeting approach whereby it targets certain urban populations as opposed to the whole population. The first cities where the company entered are Hyderabad and Mumbai, the place where the company had a population of more than 10 million people and more than 20 million people, respectively (Tuli, 2020).

This marketing strategy enables IKEA to concentrate on the consumers that will find its products more affordable and who have experienced the modern shopping styles. Focusing on such high-potential markets, IKEA minimizes risks and creates a good branding name prior to entering a small city market.

4.3 Positioning

United Kingdom

IKEA is positioned as a company that offers cheap, comfortable and fashionable furniture in the UK. Beds, sofas, and storage are some of the products that are usually sold at prices between £50-1,000 and this makes them affordable to many consumers.

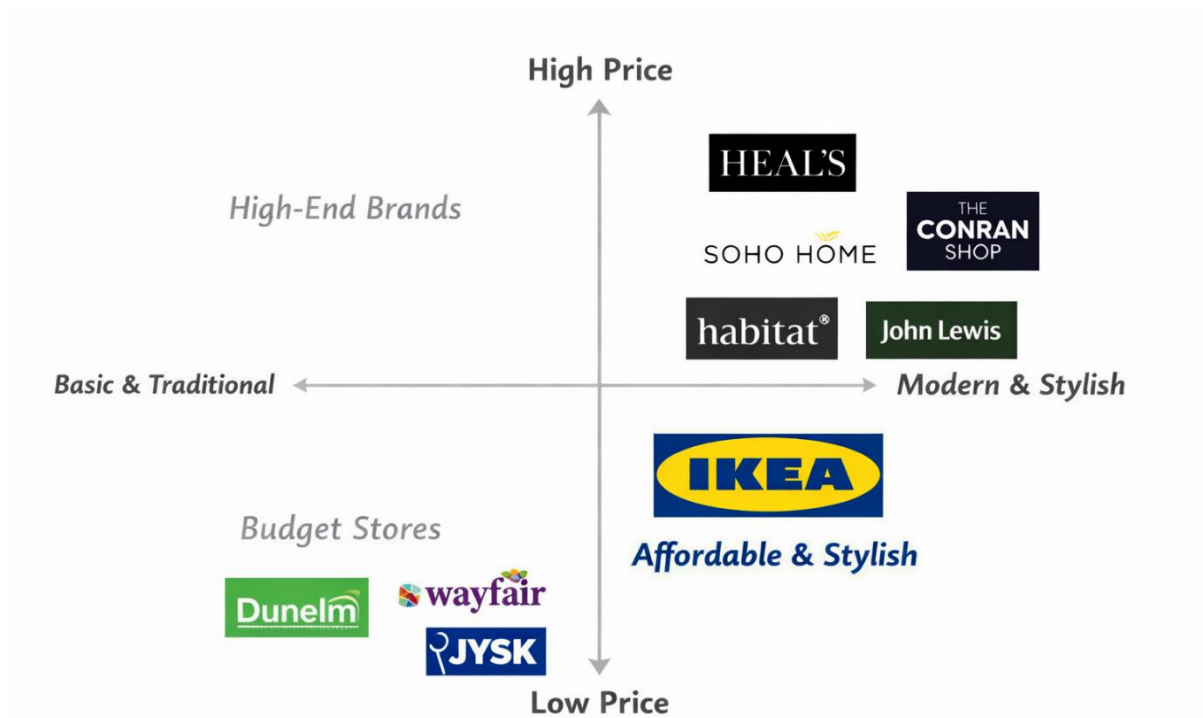


Figure 4: Positioning Map in UK

Source: (Own)

The brand focuses on convenience, value and contemporary modern design. This positioning is the same as that which UK consumers expect where they want practical solutions at fair prices but not at the expense of style.

India

IKEA in India assumes a different positioning strategy based on being cheap but strong aspirational. The brand offers comparatively low prices, as most of the items cost between 10 and 200 pounds, however, the brand also serves as a symbol of modern lifestyle, which is linked to global standards (Apps, 2020).



Figure 5: Positioning Map in India

Source: (Own)

This positioning targets India middle-class which is on the rise and the middle-class wants to elevate their living standards yet wants to be price sensitive. IKEA can break the norm of the traditional local furniture retailers by offering both affordability and aspiration.

4.4 Comparative Evaluation

The general impression is that IKEA uses a wide and standardisation strategy in the UK and focused and adaptation strategy in India. The variation in the number of people, income, and consumer behaviour necessitates IKEA to change its segmentation, target, and positioning. This emphasizes the need to maintain global consistency and local relevance in international marketing (Alzghool, 2020).

5. Marketing Mix (7Ps) Analysis

The marketing mix (7Ps) offers a holistic approach of comparing the manner in which IKEA modifies its marketing techniques in the United Kingdom and India. The comparison indicates how far IKEA standardises or customises its product, pricing, distribution, and service strategies to suit various market situations.



Figure 6: Marketing Mix (7Ps) Analysis

Source: (Barrington, 2020)

5.1 Product

United Kingdom

IKEA has a relatively uniform product range in the UK, such as flat-pack furniture (beds, wardrobes, and sofas). The designs are products that are functional and affordable, and the size that fits in an average UK home, where the average living space is between 70 and 90 square metres (IKEA, 2024). The uniformity of products enables the IKEA to experience economies of scale and consistency in the stores.

India

India IKEA modifies its products to meet the local conditions in India. The size of an urban apartment in a city such as Mumbai usually falls between 30 and 60 square metres, which means that it needs smaller and multifunctional furniture. IKEA also unveils products that are locally relevant like kitchen products which are intended to

allow Indians to cook in a local style. Such adaptation makes the products more relevant but needs new designs and production changes.

5.2 Price

United Kingdom

IKEA uses competitive pricing approach in the UK market and furniture like chairs cost around 20-50 pounds, and sofas cost between 300 to 1000 pounds. This pricing is like middle-income consumers and puts IKEA as a cheaper offer compared to its competitors, including Argos and Wayfair (Ikea, 2021).

India

In India, IKEA applies the penetration pricing strategy, where the company sells its products at a lower price to draw price-sensitive consumers. Most products cost between £10 and 200 and can therefore be afforded by more people in the society. The approach facilitates market penetration but will decrease short-term profit margins.

5.3 Place (Distribution)

United Kingdom

UK distribution network has been developed well and there are several IKEA stores situated in big cities like London, Birmingham and Manchester. These supermarkets have millions of clients and can be supplied by effective logistic networks which provide delivery in 1-3 days. IKEA has another powerful e-commerce platform, which guarantees the countrywide availability.

India

IKEA in India has adopted a selective distribution strategy whereby it first opened large stores in the major cities like Hyderabad and Mumbai. As an example, the Hyderabad outlet has an area of more than 400,000 square feet with a huge number of urban customers. The process can take between 3 and 7 days to deliver the product due to the issue of infrastructure, and progressively the expansion to additional cities is carried out (PTI, 2023).

5.4 Promotion

United Kingdom

IKEA has an integrated digital marketing channel, social media, and in-store promotions in UK to deliver value proposition. Advertisements focus on low-cost, inexpensive, and contemporary lifestyle (Narren and Vadivel, 2025). The brand recognition and the extensive media coverage contribute to the promotion activities. For example, the Wonderful Everyday campaign emphasizes on low-cost and fashionable living, which supports a solid brand image.



Figure 7: Wonderful Everyday” campaign

Source: (Team TBH, 2025)

India

The promotional approach by IKEA in India is aimed at making the consumers aware of its business model, especially the DIY concept. Affordability and lifestyle change campaigns could be carried out to make consumers recognize how IKEA products can enhance the conditions of life. This is required because of the poor knowledge on self-assembly furniture. IKEA India launched a creative OOH campaign using Bollywood-style wordplay on billboards. For example, one of the advertisements had a well-known line twist, Mere paas MALM hai, where IKEA was associated with MALM dresser and a famous film. There is also the case of BILLY, BILLY, BILLY; Aaja, Aaja, Aaja, which was used to advertise the BILLY bookshelf. These advertisements combined humour and culture to make IKEA products close and memorable to Indian customers.



Figure 8: OOH campaign

Source: (Bureau, 2024)

5.5 People

United Kingdom

The UK IKEA is very dependent on self-service model and very little staff interaction. The expected scenario is that customers will go around shops alone and put products together, which will not only save labour costs but also contribute to efficiency (Khan and Sarkar, 2024).

India

In India IKEA has more employees to support the clients in making product choices, delivering products, and assembling them. This is an indication of local expectations to service and convenience among the consumers. Although this raises the cost of operation, it enhances customer satisfaction and acceptance in the market.

5.6 Process

United Kingdom

The UK has standardised processes and efficiency processes. Customers pick items, deliver them, and make them themselves. This is a streamlined process in continuity of the cost-leadership strategy of IKEA.

India

Mechanisms in India have been modified to incorporate other supporting services which include home delivery and professional assembly. Such changes simplify the purchasing process but complicate the operations and make them expensive (Amin and Bijay, 2021).

5.7 Physical Evidence

United Kingdom

The UK IKEA stores use a uniform world-wide design, including massive showrooming and self-service warehousing. This makes the shopping experience of the customers familiar and standardised.

India

In India, product displays are modified to match local ways of living although the overall store format is the same. The interior design of the rooms is usually based on the smaller space and bigger families that will be accommodated and will make the shopping experience more familiar to the Indian individuals.

5.8 Comparative Evaluation

The marketing mix analysis reveals that IKEA is highly standardised in the UK, and the UK consumer behaviour and infrastructure are in favour of its global model. On the contrary, IKEA engages in heavy adaptation in India, especially in product design, pricing, service delivery, and distribution (Wichmann et al., 2022).

These changes are necessitated by the numerical variations in the size of houses, prices, store size, and system of delivery. Although standardisation helps IKEA to realise cost efficiencies in the UK, the opposite holds true in India since adaptation helps the company to satisfy the local demands and establish a long-term market presence.

6. Directional Development Strategy (Focus on India)

The IKEA directional development strategy in India can be examined through Ansoff Matrix, where its expansion is an indication of market development strategy. IKEA ventured into India with a target population of more than 1.4 billion people backed by an initial investment of above 750 million pounds. Large outlets like the one in Hyderabad of approximately 400,000 square feet were opened in big cities with a population of between 5 million and more than 20 million people like in the city of Mumbai and Bangalore. Such a stepwise introduction limits the risk and provides the gradual expansion (Ghosh, 2020).

IKEA has made a lot of adjustments to local conditions, although it has brought its current product range to the market. Small urban housing sizes of a size of between 30 to 60 square metres necessitate miniature and multipurpose furniture designs. The categories of products like kitchenware and storage also depend on cultural preferences (IKEA, 2022). Consequently, IKEA integrates market growth and product differentiation, so that its products could be topical to local markets and retain its international brand image.

Moreover, IKEA aims at sourcing products locally and digital development to boost its presence in the market. It will also help the company to save costs as the domestic suppliers allow the company to save costs and enhance the efficiency of the supply chain. Meanwhile, being an e-commerce company, IKEA is increasing its operations in the online market, especially in urban locations where the delivery services are more stable (Yani et al., 2025). This combined plan shows that there is a long-term plan of balancing localisation, investment and digital expansion in a complicated market.

7. Ethical Issues in International Marketing

Ethical factors play essential role in determining the international marketing practices of the IKEA especially in various markets like the United Kingdom and India. These issues are different in different markets, meaning that IKEA must, although with similar standards, ensure that its corporate social responsibility (CSR) strategy is applied differently.

7.1 Ethical Issues in the United Kingdom

One of the key ethical issues in the UK is associated with the environmental sustainability and consumption behaviour. The pricing of IKEA, like the cost of chairs (20 to 50 pounds) and couches (300 to 1000 pounds), makes the company more accessible but can also make people change the products frequently, which leads to wastage (Mahalakshmi et al., 2024). The UK government aims to become net-zero in carbon emission by 2050, which places pressure on the firms to implement sustainable practices. IKEA uses renewable materials and recycling projects, but it is difficult to reconcile low prices and sustainability.

The other problem is transparency in marketing communication. With the sustainability message being a major promotional message, the danger of greenwashing will arise where the claims will seem to be exaggerated. To retain consumer trust and prevent reputational loss, IKEA needs to make sure that its communication is sufficient to represent its performance in the environmental area.

7.2 Ethical Issues in India

In India, the ethical issues are more directly associated with the labour practice and the supply chain management. In certain areas, labour may be under £2 per hour and this brings concerns of fair wages and working conditions. Even though IKEA possesses a supplier code of conduct, ensuring uniformity in a large network of suppliers is a challenge (Anisul, Stevenson and Zorzini, 2014).

Ethics are also questioned in terms of affordability. Although the products offered between the range of £50 and 200 do not pose a high cost and hence are affordable, they might not be accessible and inclusive to people with low incomes, hindering access to the market.

7.3 Comparative Evaluation

Ethical issues vary in the two markets. UK puts emphasis on responsible consumption and sustainability whereas India has emphasised on labour conditions and affordability. It proves that ethical dilemmas are also situational, and IKEA needs to have a flexible but consistent CSR approach to ensure the preservation of trust and sustainability of competitiveness (Alzghool, 2021).

8. Recommendations

Based on the comparative analysis of IKEA in the United Kingdom and India, one can suggest some strategic recommendations to improve the effectiveness of the international marketing of the company. These suggestions will be based on the variation in the economic conditions, consumer behaviour and the infrastructure in both markets.

1. Strengthen Product Localisation in India: IKEA needs to further localise its product assortment to match urban housing which the living space is generally between 30 and 60 square metres (Apps, 2020). Creating small and multimodal and space-fit furniture would enhance relevance. Also, it should increase culturally suitable products, especially those related to kitchenware and storage, which would enhance its competitive advantage over domestic competitors.

2. Expand Affordable Product Range in India: IKEA sells products between 10-200 pounds, but a significant portion of the population is extremely price conscious. Bringing in more products under £50 would enhance access and help IKEA reach consumers with lower incomes, which would penetrate more of the market past the urban middle-income consumer (Sin et al., 2021).

3. Enhance Digital and Distribution Capabilities in India: India has above 800 million internet users and therefore has good digital opportunities. IKEA must put more effort in online stores and final delivery systems. The opportunity to decrease delivery times (37 days) would become a key factor in customer satisfaction and competitiveness in comparison with local online stores.

4. Reinforce Sustainability Strategy in the United Kingdom: IKEA must reinforce its sustainability efforts in the United Kingdom in accordance with the 2050 governmental net-zero agenda. This could be increased by introducing more green products, popularising recycling initiatives, and ensuring greater openness in communication to enhance the trust in the brand and make IKEA stand out in a saturated market.

5. Develop a Hybrid Service Model: IKEA needs to integrate its old DIY model with some additional services like assembly and delivery. In the UK, DIY is also effective; however, in India, it is needed to provide services (Gutiérrez-Broncano et al., 2024).

The hybrid solution would enhance the customer experience without raising the costs much.

6. Strengthen Ethical Supply Chain Management: IKEA needs to make better ethical supply chain management in the countries where it operates, especially in India where labour is less than £2 an hour. Provision of reasonable pay and working conditions would minimize reputational risks and enhance customer confidence.

7. Continue Phased Expansion Strategy in India: IKEA ought to maintain its expansion in the tier-2 cities which have populations of 1 to 5 million population. These markets have growth potential and must have good logistics and digital infrastructure to maintain consistent delivery of services (Martinell, 2020).

9. Conclusion

This report has critically examined the international marketing strategy of IKEA in United Kingdom and India based on the important frameworks including PESTEL, STP and the marketing mix (7Ps). The results indicate that variations in economic performances, cultural behaviour and regulatory settings demand IKEA to have different strategies in each market instead of considering a singular global strategy.

IKEA in UK is in a mature and stable market with a high purchasing power, well developed infrastructure and high environmental consciousness. These circumstances give the company the flexibility of being more standardised in its approach and be efficient due to its cost-leadership model.

In general, the success of IKEA relies on the compromise between standardisation and adaptation. Standardisation makes things efficient and brands consistent, whereas at the local markets, adaptation is required to make them relevant. Increasing the localisation in India and sustainability in the UK will justify long term growth and competitive advantage.

10. Reflection (Gibbs Reflective Cycle)

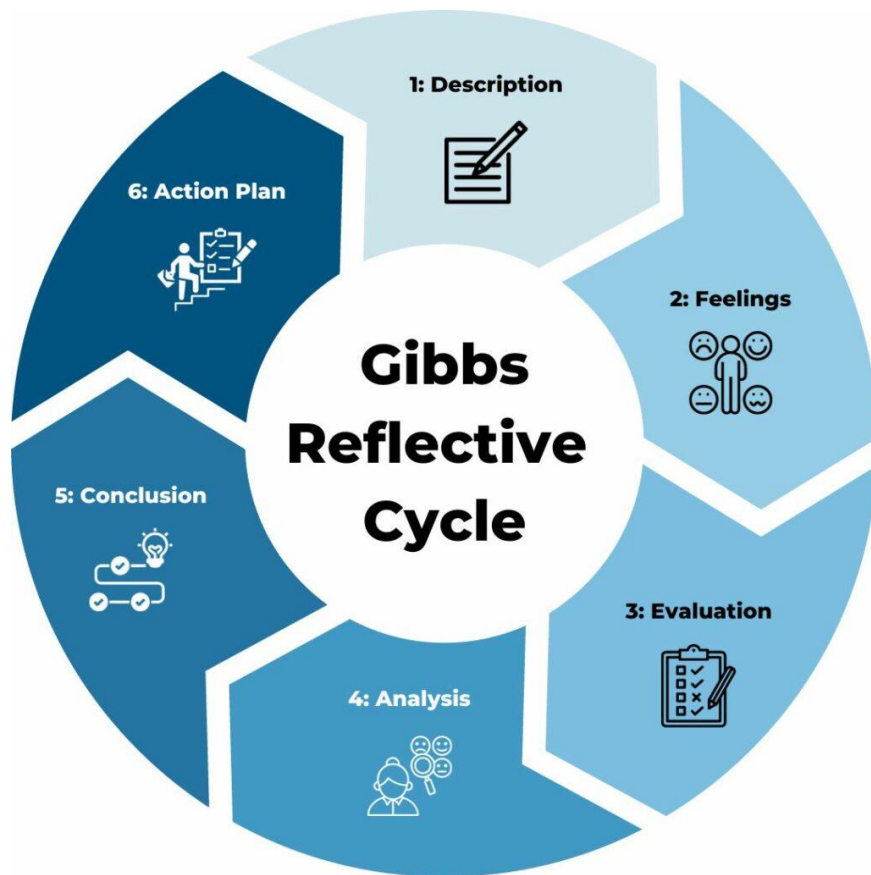


Figure 9: Gibbs Reflective Cycle

Source: (Channell, 2023)

10.1 Description

The assignment was dedicated to the international marketing strategies of IKEA in United Kingdom and India and their analysis with the help of the main frameworks, including the PESTEL framework, the STP framework, and the marketing mix (7Ps). The assignment involved a relative assessment of the way that IKEA is adjusting its strategies in two markets which are vastly different in terms of the economic conditions, consumer behaviour and differences in cultural elements. I gathered and analyzed secondary data to prove the analysis which consisted of market size, income levels, and retail settings in the two countries.

This was done by relating the theoretical knowledge in the classroom to practical in business. I had to make sure that there was more than a description but also a critical analysis evidenced by facts. This involved associating every observation with the marketing theories that they are related to including standardisation versus adaptation

and how they can affect the strategic decisions of IKEA. By so doing, I could create a syntactic and analytical knowledge about international marketing in action.

10.2 Feelings

My initial thoughts regarding the assignment were that I was unsure about how to arrange the analysis, especially when comparing two countries at the same time. The necessity to involve the theory and practical data made the process seem complicated. I also had the worry of living up to the expectations of the lecturer and in terms of critical analysis and supporting evidence.

Nevertheless, with further development I felt more confident to use the models like PESTEL and STP. The division of the assignment into parts made me arrange my thoughts in a better way. I realized that after knowing how to get out of description into analysis, the task was not as daunting as it used to be.

10.3 Evaluation

The possibility to use theoretical frameworks with practical business aspects was one of the most important strengths of this assignment. The application of models like PESTEL and STP allowed a proper structure of analysis and effective organization of my ideas. Moreover, the use of the numerical data including the population size, income, and product prices enhanced the validity of the results and reflected a more in-depth research level (Ismail et al., 2024).

The other positive factor was that two opposite markets were compared. The comparison of the UK and India as developed and emerging economies, respectively, enabled me to realise how various external factors determine the marketing strategies. This comparison was useful to the assignment because it helped to understand better the international business practices.

Nonetheless, there were difficulties as well. First, there were parts of my work which were too descriptive and were not critical in depth. I understood that it is not enough to offer the information and I had to clarify its importance. Finding credible and comparable data in both countries was also another challenge that necessitated a critical selection and screening of the sources (Shahsavar and Kourepaz, 2020).

10.4 Analysis

This assignment has contributed greatly to my knowledge of international marketing especially the need to change the approach used to suit various market environments. Balance between standardisation and adaptation was one of the most crucial things which I came up with. The use of standardised approach can be utilised in the United Kingdom because the country has stable economic conditions, high purchasing power, and familiarity of consumers with the DIY practices (Zhou, 2024). Conversely, in India, the company should be more localised strategy as it will be more indicative of low-income levels, varied culture and expectations of the consumers.

The practice of applying frameworks like PESTEL and STP made me sharpen my analytical abilities as I was able to identify the external environmental factors that were important in making strategic decisions. To illustrate, economic variations also affect the pricing policies, whereas the social and cultural aspects impact the product design and services (Uttamkumar and Patil, 2020). This has shown that international marketing is not a one-fit-all plan and needs flexibility and responsiveness to the local circumstances. I also acquired an understanding of how statistical information, like population and pricing scale, could be useful in providing arguments and analysis more compelling.

10.5 Conclusion

Overall, this assignment has been a meaningful learning experience that helped me to become a better practitioner of theoretical concepts in the field. It emphasized on critical thinking, organization of analysis and application of evidence in academic writing. I have better understood the way in which multinational companies like IKEA work in various markets and how they are able to modify themselves to gain competitive advantage.

Another point that was made in the assignment is that analysis should not be confined to description but rather to evaluation. The mere provision of information is not enough, but there is the need to explain its relevance and connect it to the theory. This knowledge will enable me to make my academic work better in the future. Also, I gained more confidence in the ability to compare different markets and determine strategic differences.

10.6 Action Plan

In future, I use the acquired knowledge and skills in this assessment not only in academic studies, but also in real life situations like my future career and day-to-day decision-making. To enhance my research abilities, I will also focus on expanding the pool of academic sources and refer to more reliable and peer-reviewed journals, textbooks, and trustworthy databases, as these sources would provide better quality and dependability of analysis.

I will also use theoretical models including PESTEL, STP and marketing mix in real-life scenarios especially when analysing business environments and making strategic decisions in my future profession. This will assist me in becoming more organized and analytical in my solving of problems.

Another aspect I will aim to work on is my critical thinking skills that have been captured by merely describing but more emphasis is given on evaluation. Whether in the academic or the professional world, I will make sure that I articulate the importance of every point by answering the question why and how important.

Moreover, I will also improve my communication and writing abilities by making my work more readable, concise, and organized. I will also spend more time reading about my work and checking and polishing it, as well as actively seek feedback to understand the areas to improve.

Through these strategies, I will be able to achieve better grades, acquire better analytical skills and acquire necessary professional skills that will enable me to promote my career growth in the future.

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