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Lecturer's name: Hoang Nguyen

Name student: Hardik Bharatbhai Patel

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Section 1:

Introduction

This report examines the strategy and overall performance of IKEA, which is one of the main furniture retailers in the world. It analyses the external and internal environment of the organisation, CSR and sustainability activities and strategic decisions. The report also analyses how IKEA can sustain its competitive advantage and manage its global business activities.

Organisational Context and Overview

IKEA is a large furniture retail chain in the world and is reputed to provide affordable yet high-quality furniture for homes. Ingvar Kamprad founded the company in 1943 in Sweden at the age of only 17 years (IKEA, 2026a). Initially, the firm sold minor domestic products, including pens, wallets, and picture frames. IKEA began selling furniture in 1948, and this became the centre of the business.



Figure 1: Ikea brand logo

(Source: EnsembleIQ, 2026)

IKEA has a mission, which is to create a better everyday life for the many people (IKEA, 2026b). This implies that the company aims to offer functional and well-designed furniture at rates that are affordable to most of the population. IKEA has the vision of providing the most extensive selection of well-designed home furnishing products, which are of good quality, sustainable, and at a low price. The cost efficiency, mass production, and global supply chain are the business model of the company. IKEA does its product design and collaborates with global suppliers to produce at a low cost.

IKEA is involved in the worldwide furniture and home furnishings sector, which is very competitive and dynamic. The industry is characterised by numerous foreign and domestic companies, which deal with furniture, home decor, and interior design products (Abubakar *et al.*, 2024). Wayfair, Amazon, and Walmart are some of the primary competitors of IKEA that offer furniture and home products in online shops or retail stores.

Though competition has been very stiff, it has not affected IKEA due to its distinct concept and a powerful brand internationally. The company has hundreds of stores supported in over 60 countries and has millions of customers annually. Affordability in designs, efficient supply chain management and sustainability have enabled IKEA to ensure that the company has a competitive advantage in the global market.

External and Internal Environment Analysis of IKEA

IKEA is among the most successful furniture retailers in the world, known for selling cheap, stylish, and functional furnishing products in homes. Ingvar Kamprad was the founder of the company in 1943, located in Sweden, and since then, the company has grown into a global brand with hundreds of stores spread across numerous countries. The key factors that contribute to the strategic success of IKEA are its effective business model that is cost-efficient, strong brand identity, and innovative supply chain management (Alharbi, 2024).

External Environment Analysis Using PESTEL

The PESTEL framework reviews the macro environment factors which affect the strategy of an organisation.

Political Factors

Government policies and political stability play a major role in the global operations of IKEA. The tariffs and restrictions in trade may make the raw materials and finished products expensive, and this has a direct relationship with the pricing strategy of IKEA.

Moreover, geopolitical tensions and political battles have the potential to interrupt global supply chains (Alzoubi *et al.*, 2023). IKEA relies on partners that are based in other parts of the world, specifically in Asia and Eastern Europe, in order to have efficient costs. Delivery and production processes can be affected by any political turmoil in these areas.

Economic Factors

The strategies of IKEA and the performance of this company are greatly influenced by economic conditions. These factors include inflation, unemployment rates, and buying capacity of consumers which affect the demands of the furniture products. As an example,

global inflation got steep in the past few years, reaching a high of about 8.7% of the global rate in 2022, as presented by the International Monetary Fund (International Monetary Fund, 2026). In times of low economies, a good number of consumers choose cheap products, and this aspect favours the low-cost business model at IKEA.

Social Factors

The demand for home furnishings is affected significantly by social trends. Flattened lifestyles and urbanisation have led to this demand for space-saving and multifunctional furniture. IKEA has managed to respond to these trends by crafting small-sized furniture that is practical in a small home. The rising consciousness of sustainability among consumers is another significant social aspect (Bagheri *et al.*, 2025). Most buyers are more likely to support businesses that are responsible towards the environment and fully engage in ethical sourcing. The response by IKEA has been the promotion of sustainable materials and energy-efficient products and recycling programmes

Technological Factors

The retail industry has also been shifting towards technological advancements that have motivated organisations such as IKEA to invest in digital innovation. IKEA has increased its online stores to enable customers to shop and buy products online (Coelho *et al.*, 2023). The company has also come up with augmented reality technology that utilises mobile applications that will allow the customer to see the furniture in their homes prior to making purchases. The technology used adds value to the customer experience and minimises uncertainty during purchasing processes.

Environmental Factors

The issue of environmental sustainability is one of the issues of relevance to the strategy of IKEA. The furniture industry is dependent on natural resources like wood, which brings up the problem of deforestation and the environment (Coppoletta *et al.*, 2024). In order to overcome these issues, IKEA has made efforts to make it a climate-positive organisation. The company spends on renewable sources of energy and hopes to use renewable sources or recycled materials in its products in the future.

Legal Factors

IKEA has to abide by different legal regulations within the markets where it operates. These are product safety laws, environmental laws, labour laws and consumer laws. Markets like Europe and North America have high standards of furniture products in terms of safety. The inability to achieve these requirements may lead to product recalls, legal fines, and a damaged reputation (Cosa, 2024). Another important consideration is labour laws due to the mass global supplier network at IKEA.

Critical Success Factors and Strategic Challenges

IKEA has been successful in the furniture industry in the world because of several factors. Among the success factors, the cost leadership strategy is one of them since the company can provide affordable furniture without distorting the design and functionality. The second key success measure is the good global brand name of IKEA. The brand has a well-known reputation for having the Scandinavian design style, cheap products, and functionality (Epede and Wang, 2022). The effective supply chain of IKEA is also a critical factor that contributed to its success. The ability to sustain long-term relations with suppliers enables the company to have a steady quality while keeping production costs under control. Nevertheless, there are a number of strategic issues that IKEA is experiencing. The risk of market share loss is a result of the increasing competition from online stores and local furniture brands. Also, the increase in the prices of raw materials and the disruption in the supply chain become sources of operational uncertainty.

Internal Environment Analysis

The internal environment puts emphasis on the resources, capabilities and competencies that can help an organisation accomplish its strategic objectives.

Key Resources

IKEA has a number of resources of good value that contribute to the competitive strategy. Its great global brand awareness is one of its most important assets. Affordability, modern design, and functionality are linked with the brand (Ha *et al.*, 2025). The other resource that is valuable is the vast global supply chain network of IKEA. Thousands of suppliers work with the company in the world, which makes this cooperation an opportunity to

organise the production and manage the costs. The IKEA store concept is also a unique asset.

Capabilities and Core Competencies

IKEA has three core competencies, which are product design, innovative design, cost management, and supply chain coordination. One of the most unique capabilities of IKEA is the Flat-pack furniture design. The strategy helps cut down on the amount of packaging, transportation and storage needs, and this enables IKEA to price even lower than most competitors. The next strength factor is the fact that the company can incorporate the design, manufacturing, and retail functions in one strategic system (Hussain *et al.*, 2024).

VRIO Analysis of IKEA

The VRIO framework measures the ability of the resources of an organisation to give a competitive advantage with respect to four criteria, including Value, Rarity, Imitability, and Organisation.

VRIO Analysis

Table 1: VRIO Analysis

(Source: Self-generated)

Resource Capability	Valuable	Rare	Imitable	Organised	Competitive Implication
Strong global brand reputation	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Flat-pack furniture design	Yes	Yes	No	Yes	Temporary Competitive Advantage
Efficient global supply chain	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Large showroom retail concept	Yes	No	Yes	Yes	Competitive Parity

Sustainability initiatives	Yes	Yes	No	Yes	Temporary Competitive Advantage
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Internal Strengths and Competitive Advantage

The internal strengths of IKEA are significant factors that play a role in its long-term competitive advantage. The company has an efficient production and supply chain system that enables it to provide cheap furniture and yet retain product quality. The good brand image and the consumer loyalty give the company an added competitive advantage in the international marketplace (Jerab and Mabrouk, 2023). IKEA is commonly regarded as being associated with modern, practical, and affordable design by consumers. Moreover, IKEA also invests in sustainability programmes and innovation.

CSR and Sustainability Objectives

Corporate Social Responsibility (CSR) has emerged as a significant aspect of current business strategies. In the case of IKEA, CSR is not simply a matter of addressing the social expectations but also addressing business development on a long-term basis. The company is highly concerned with the aspects of sustainability, responsible sourcing and enhancing the quality of life among the customers, employees, and communities (Khan and Sarkar, 2024). As an illustration, IKEA has initiated a number of programmes, including People and Planet Positive strategy, investment of renewable energy projects, Buy Back and Resell programme, whereby the company aims to establish a programme which gives an opportunity to a customer to give used furniture back into the stream of use. By 2030, the company would also like to apply renewable or recycled materials in the products.



Figure 2: Corporate Social Responsibility (CSR)

(Source: accp, 2026)

Environmental sustainability is one of the major goals of the IKEA CSR strategy. To minimise its effects on the environment, the firm will use renewable materials and recycled materials in its products. Indicatively, IKEA has undertaken to make the company a climate-positive business by 2030 (IKEA, 2026c). This is to imply that the company will lower the amount of greenhouse gas emissions it emits in the course of its operations and supply chain than what it produces.

Responsible sourcing is another important component of IKEA's CSR strategy. The company engages the suppliers worldwide to make sure that raw materials like wood and cotton are acquired through sustainable and ethical means (Khan *et al.*, 2023). IKEA is strict to ensure suppliers observe environmental and labour standards.

Moreover, IKEA concentrates on utilising the improvement of the social situation of workers and communities belonging to its supply chain. The company promotes fairness in working, the welfare of employees, and equality (Kumar *et al.*, 2024). Another initiative that IKEA has undertaken is in community programmes aimed at assisting in education and social development in other countries.

Notably, the CSR initiatives undertaken by IKEA relate very well to the business goals. By adopting the concept of sustainability and ethical conduct, the company improves its brand image and creates trust in its customers (Lazarte-Aguirre, 2024). A great deal of consumers is now willing to support enterprises that exhibit green and social concern.

Comprehensive and Holistic View of the Organisation – Balanced Scorecard

Balanced Scorecard is a strategic management instrument that is applied to assess the performance of organisations. The balanced Scorecard integrates financial and non-financial data to offer a more holistic picture of performance in organisations, unlike traditional performance measurement systems, which are largely concerned with financial outcomes (Le *et al.*, 2024). Financial measures concern issues like an increase in revenues and profitability, whereas non-financial measures are connected to such spheres as customer satisfaction, internal efficiency, innovativeness, and employee advancement.



Figure 3: Balanced Scorecard

(Source: The Strategy Institute, 2026)

Through such a strategy, organisations can make sure that economic prosperity in the short term does not come at the cost of long-term strategic growth (Liaqat, 2022). The balanced Scorecard concentrates on 4 perspectives: Financial, Customer, Internal Business Processes, and Learning and Growth.

Table 2: Balanced Scorecard of IKEA

(Source: Self-generated)

Perspective	Objectives	KPIs	Targets	Initiatives
Financial	Increase revenue	Revenue growth, ROI	Steady revenue growth	Expand online sales, new stores
Customer	Improve satisfaction	Satisfaction score, retention	High customer satisfaction	Better store layout, AR tools
Internal Processes	Improve efficiency	Inventory turnover, delivery time	Lower operating costs	Flat-pack design, automation
Learning & Growth	Develop employees	Training hours, satisfaction	Continuous skill development	Leadership training, innovation

Financial Perspective

Financial perspective is based on the financial performance of the company and its capability to bring value to the stakeholders and shareholders. In the context of IKEA, one of the goals is to attain a high growth rate in terms of financial performance despite low prices to customers (Lubis, 2022). The Key Performance Indicators (KPIs) to be applied in this perspective are annual growth in revenue, profit margins, and the return on investment (ROI). These financial ratios assist in gauging the strategies of the company to achieve long-term profitability. The objective of IKEA is to ensure a consistent growth in revenues at a minimal level of operational expenses. Some of the initiatives that the company aims to attain this goal include: enhancing the efficiency of the supply chain, increasing digital sales channels, and establishing stores in new foreign markets (Makvandi, 2024).

Customer Perspective

Customer viewpoint deals with non-financial performance measures, especially the organisation's performance towards satisfying the customer needs and expectations (Mostepaniuk *et al.*, 2022). Customer satisfaction, customer retention, and brand

reputation are some of the Key Performance Indicators in this perspective. Such indicators are the degree of trust and loyalty of the customers to the IKEA brand. The company is aiming to ensure that it has high customer satisfaction in its physical stores and online platforms (Omowole *et al.*, 2024). To meet this objective, IKEA pays attention to such areas as the enhancement of store layout and shopping experiences, the extension of e-commerce provisions, and the introduction of digital means, including an augmented reality application that enables customers to see furnishings in their offices.

Internal Business Processes Perspective

The internal business processes perspective is based on the effectiveness of internal operations and non-financial efficiency in the operational activities of the organisation (Radović *et al.*, 2023). The main Performance Indicators are inventory turnover, supply chain efficiency, delivery time, and cost control in production (Ran *et al.*, 2026). These indicators assist the company in evaluating the effectiveness of its operations in meeting customer demand and business strategy. The goals of IKEA are to minimise operational expenses without compromising the quality of products and their availability.

Learning and Growth Perspective

The learning and growth perspective is concerned with the capacity of the organisation to train its workforce, promote innovation, and gear towards the unknown (Rodrigo, 2023). It incorporates primarily non-financial performance measures of organisational development and employee competence. In the case of IKEA, supporting innovation, sustainability, and employee growth is the key element.

The major indicators showing the success in this perspective are levels of employee training, employee satisfaction, product design innovations, and sustainability efforts. These measures are gauged on the efficacy of the organisation in helping build knowledge and organisational growth.

IKEA aims to enhance employee skills and promote creative product design at all times. The firm invests in leadership development programmes, digital transformation, and sustainability research (SHAMIL *et al.*, 2022).

Strategic Choices and Implementation

The importance of strategic choices to organisations is that they assist in deciding how a firm competes within the market and whether a firm will be successful in the long term. These decisions may be implemented at varying levels, such as corporate-level strategies and business-level strategies (Swalih *et al.*, 2024). In the case of IKEA, strategic decisions concern the ability to preserve its competitive edge and increase global accessibility, as well as changes in response to the shifts in the retail industry.

Business Level Strategic Choices

At the business level, IKEA can use various strategic alternatives as the firm can either include cost leadership, differentiation, or both. An appropriate strategy would be to pick a hybrid strategy, meaning that the company will use affordable pricing but innovate its product design, innovations, and digital customer experience (Taghipour *et al.*, 2022). IKEA can sustain the price-sensitive clientele by keeping its costs down with its supply chain and package-furniture model, which seems to appeal to low-end customers. Meanwhile, they could increase differentiation by using sustainable materials, smart home offerings, and higher quality online services which would make the company more distinctive compared to other competitors (Tarhan, 2026). This moderate solution would enable competitiveness in the long term, as well as the global furniture market competitiveness of IKEA.

Corporate Level Strategic Choices

IKEA has various strategic alternatives at the corporate level that include international expansion strategies, product diversification, and strategic alliances. Of these alternatives, the best strategy would be to expand further into the emerging markets. India and the Southeast Asia markets are witnessing unprecedented rates of urbanisation, population growth, and rising percentages of the middle-class income levels, which are driving an increase in demand of affordable home furniture (Villalba-Rios *et al.*, 2022). The growth in these areas would enable IKEA to access additional customer bases and increase its internationalisation. Furthermore, localisation of products to local cultural

expectations and entering digital retail platforms might also contribute towards a successful entry as well as an extended growth.

Recommended Strategic Choices

In accordance with the analysis, the course of action that IKEA should take is to achieve better cost leadership and sustain it with international expansion (Vuong, 2025). The low prices will assist in capturing price-sensitive consumers whereas entering new markets will enable IKEA to reach new consumers and grow its presence globally and expansion.

Change Management and Strategic Implementation

IKEA has been able to cope with the many organisational and technological changes to facilitate strategic realisation. Digital transformation is one of the significant shifts, during which the enterprise invested in e-commerce platforms and electronic devices as the online shopping activity is rapidly growing (Wardhana, 2024). IKEA has also introduced the use of augmented reality application where customers can view the furniture in their homes before they go and buy it. Besides this, the company has consolidated its sustainability programmes through investment in renewable energy, sustainable materials and friendly production processes. The changes will result in better operational efficiency, customer experience, and the long-run strategy of IKEA, in terms of keeping up with competitors and sustaining business operations through sustainable and innovative practises.

Strategic Evaluation and Recommendations

Strategic analysis is significant to organisations in that it assists organisations in determining the effectiveness and sustainability of their existing strategies in a competitive world (Wirba, 2024). SWOT analysis and Ansoff matrix are popular analytical tools used to analyse the strategies of a company and find new possibilities to grow it.

SWOT Analysis

A SWOT analysis discusses the strengths, weaknesses, opportunities, and threats that an organisation is subject to so that the organisation can have a better perspective of its strategic location.

Strengths:

IKEA has a strong brand reputation in the world, which is one of its key strengths. The company is greatly reputed for providing inexpensive furniture products that are very well-designed (Zhu *et al.*, 2022). The other significant smartness is its cost-effective business strategy that enables IKEA to offer lower prices compared to most of its competitors. An efficient supply chain and the concept of flat-pack furniture are also used in the company to minimise production and transportation costs.

Weaknesses:

IKEA has weaknesses, even though it has achieved success. The fact that customers are supposed to build furniture themselves is a constraint because not all consumers would be interested in this. Moreover, the company has large warehouse-like stores that are located mostly outside city centres, thus reducing accessibility to some customers (Abubakar *et al.*, 2024). Operational issues can also be introduced by managing a complex global supply chain.

Opportunities:

IKEA can capitalise on a number of opportunities in the future. Increasing urbanisation and demand for low-cost furniture in the developing countries are new market opportunities (Alharbi, 2024). IKEA can also target more customers using digital portals as a result of the growth of e-commerce. Moreover, there is an ever-growing consumer

interest in sustainable products, which is an opportunity for IKEA to reinforce its environmental programmes.

Threats:

IKEA is also confronted with intense competition from global and local furniture retailers. Furniture products are also sold by Wayfair, Amazon and Walmart companies, which compete based on price and convenience (Alzoubi *et al.*, 2023). Books of accounts may also be threatened by an increase in the costs of raw materials and disruptions in the supply chain.

Evaluation Using Ansoff's Matrix

The other framework that can be used to analyse the growth strategy of IKEA is the Matrix of Igor Ansoff that concentrates on four approaches to growth: market penetration, product development, market development, and diversification.

Market Penetration:

IKEA is planning to further solidify its market standings in the existing markets through better customer experience and by increasing its online shopping experience (Bagheri *et al.*, 2025). Improving store layouts and online space will boost the sales of existing customers.

Product Development:

The company keeps coming out with new designs of furniture as well as home accessories. Indicatively, IKEA has diversified into smart home and eco-friendly furniture sourced from recycled materials.

Market Development:

IKEA has international expansion as one of its strategies (IKEA, 2026d). The company has sustained the opening of stores in emerging markets where customers are increasingly demanding cheap furniture.

Diversification:

IKEA has also been diversifying, adding services like furniture lending, renting, and home planning services. These campaigns enable the firm to seek additional revenue generation opportunities.

Recommendations for Strategic Improvement

Despite the success of the current strategy of IKEA, it is possible to improve it in several ways to enhance its competitive advantage. To begin with, the business organisation must also broaden its digital and e-commerce ability. Furniture shopping online has become an increasingly important process over the past few years, and the enhancement of digital retailing can contribute to making IKEA competitive with online retailers. To enhance interaction with customers, investing in high-technology solutions, like artificial intelligence and personalised online shopping experience, may enhance customer interaction (Cosa, 2024). Second, IKEA needs to offer more reinforcement to its sustainability plan. The higher the environmental sensitivity, the more the company's focus on sustainability is more likely to get a better customer loyalty. The more effective ways to increase the reputation of IKEA as a responsible brand include the broader application of renewable materials, a better recycling programme for its products, and the creation of circular economy models. Third, more personalisation for customers may be increased.

Justification of Recommendations

Several strategic management theories support these recommendations. The resource-based view (RBV) of strategy suggests that organisations can sustain strategic competitive advantage by creating valuable and inimitable capabilities. The resources that could be utilised at IKEA in terms of strategy are investments into the sphere of digital innovation and sustainability (Zhu *et al.*, 2022). These recommendations are also supported by real-life examples. Most retailers are also spending a lot on digital transformation to stay afloat in the contemporary retail space. In the same vein, businesses characterised by high environmental responsibility tend to receive elevated rates of customer confidence and brand loyalty.

Conclusion

It can be concluded that the review indicates that IKEA has established an effective competitive advantage because of its precise mission of delivering low-cost and high-quality furniture to many individuals. The analysis of its external environment reveals that the factors that have a significant impact on its strategy are economic factors, technological factors, and environmental factors. IKEA enjoys an advantage of excellent resources internally in the form of its international supply chain, brand recognition, and store idea. The company pays attention to social responsibility and sustainability as well, which helps to pursue the long-term objectives. IKEA has managed a competitive position in its market through cost leadership, globalisation, and constant innovation and remains able to grow through these and sustained innovation approaches, and address the evolving customer demands.

Section 2: Reflective Account Using Gibbs Reflective Cycle

Reflection is a relevant activity within academic study as it assists people to assess their experience and optimise their future results (Jerab and Mabrouk, 2023). In this evaluation, I applied the Gibbs Reflective Cycle, which is a reflection tool created by Graham Gibbs in 1988, to the research, analysis, and consequent preparation of the strategic analysis of IKEA. The Gibbs model encompasses six steps: description, feelings, evaluation, analysis, conclusion, and action plan.

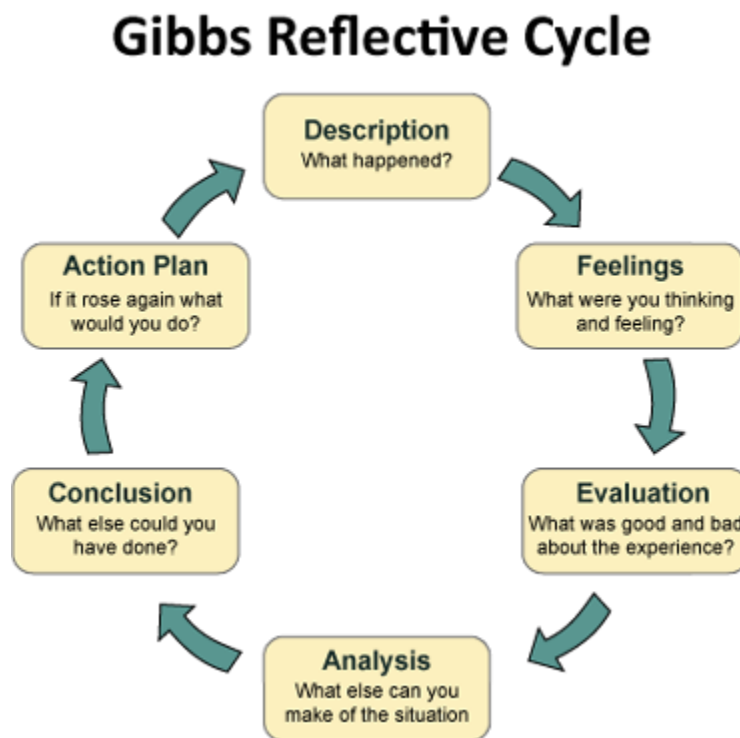


Figure 4: Gibbs Reflective Cycle

(Source: Crowe Associates Ltd., 2026)

Description

The description of the experience is the initial cycle of the reflective process. In this task, I had to perform a strategic analysis of a selected organisation. I chose IKEA as it is a reputable furniture retailer in the world with a robust business strategy and coherent strategic direction. The task involved the strategic evaluation of the firm on a number of strategic management models. Those were the PESTEL analysis, the VRIO framework, the Balanced Scorecard, the SWOT analysis, and the Ansoff matrix. All the frameworks

assisted in analysing the various organisational issues related to the external environment, internal competencies, performance management, and other strategic growth prospects. In order to fulfil the assignment, I have started the research with the history of the company, its mission, and business model. To collect information about IKEA and its strategies and operations, I have utilised the sources of information, academic books, journal articles, and reliable online sources. Once I gathered the necessary facts, I structured them in terms of the various areas of the assignment and used the necessary strategic frameworks.

Feelings

I was interested and somehow overwhelmed at the onset of the assignment. I had to use several strategic management frameworks, and at first, I did not know how to combine them as an effective part of the analysis. Nevertheless, the research process was simplified due to the selection of a popular company such as IKEA, since a lot of information was available. I also gained confidence in using the various strategic tools as I continued with the assignment. The knowledge of the functionality of each of the frameworks assisted me in organising my analysis. To illustrate, the PESTEL framework allowed me to spot external determinants of the operations that IKEA has to face, whereas the VRIO model assisted in assessing the internal resources and capabilities of the corporation. Simultaneously, I could not critically analyse information as much as I could describe. I realised that academic tasks need more evaluation and thought. These difficulties notwithstanding, I had the chance to complete each section to gain confidence and experience in matters of strategic management.

Evaluation

Altogether, the experience of doing the assignment was both positive and problematic. Among the positive points was the fact that my understanding of the process of creating and adopting strategies carried out by organisations improved. The theoretical application to a real company allowed me to understand how, in practice, these concepts are applied to business scenarios. The other good thing was that I honed my research skills. I got to know how to locate pertinent educational materials and credible information. This was able to assist me in creating a more systematic and evidence-based analysis.

Nevertheless, some obstacles were also present. Managing the enormous volume of information that is present about IKEA was one of the challenges. The choice of the most relevant information to the assignment was sometimes challenging. The other issue was to make sure that the analysis is critical and not descriptive. Also, it was necessary to organise several frameworks in a report. I had to make sure that every structure was well defined and implemented within the organisation accordingly.

Analysis

Considering the procedure, I realised that systematic frameworks enhanced the analysis. PESTEL, VRIO and the Balanced Scorecard are all strategic management tools that can be used to analyse organisations in a systematic way. To illustrate, the PESTEL analysis contributed to determining the impact of political, economic, social, technological, environmental, and legal aspects on the strategic decisions of IKEA. This framework enabled me to have an insight into the greater business environment within which the company will be operating. The use of the VRIO framework allowed assessing whether IKEA has internal resources and capabilities that give it an advantage over competitors. In this analysis, I have recognised that the strong brand image, effective supply chain and cost leadership strategy of IKEA are part of the success of the company in the long run. The Balanced Scorecard gave an integrated perspective of the organisational performance through financial and non-financial measures.

Conclusion

Through this experience, I have acquired several valuable lessons in regard to strategic analysis and academic research. The first thing I learnt was that strategic analysis can be performed successfully not only through information collection but also through evaluation by taking the necessary theoretical frameworks into consideration. Second, I also understood that when undertaking more complicated tasks, it is necessary to plan the work structure. The given task was divisible into smaller parts, which made it easier to keep track of the workload and concentrate on each of them individually.

Action Plan (SMART Framework)

Table 3: Action Plan

(Source: Self-generated)

Specific	Measurable	Achievable	Relevant	Time-bound
Improve research skills	Utilise not less than 8-10 academic sources.	It can be done through databases of university libraries and Google Scholar.	Good research is necessary to come up with quality academic writing.	Use the same in the subsequent academic task of the following semester.
Develop stronger critical analysis.	Critical evaluation should be a part of all articles in subsequent reports.	This can be achieved by making a comparison of various theories and justifying their effects on organisations.	Strategic management and business studies are among the vital skills, and critical thinking is a critical skill.	Develop this competence within 3-6 months in later coursework.
Improve time management	Begin assignments more than 2 weeks ahead of time.	Assigning a weekly schedule of study and pre-planning research.	Assigning a weekly schedule of study and pre-planning research.	Start practising this plan from the following assignment.

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