

Key Determinants of International Retail Success: A Case of IKEA Retail

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ABSTRACT

IKEA is an internationally well-known largest furniture retailer. The purpose of this study is to study key determinants of IKEA's success. To reach the purpose of this research, we focused on the international strategy IKEA used to approach their customers and IKEA's SWOT analysis. Besides, we also focus on how IKEA store layout influences consumer behavior. The primary data collection method was interviews conducted with IKEA customers by Google forms. This study found that IKEA's unique management planning and marketing strategy attract customers to revisit the retail store.

Keywords: IKEA, Retail, Strategy, SWOT

INTRODUCTION

Retailing is an international business and international retailing is a reality. Although It slowly begins, it will certainly last for many years. It touches everyone and has a profound effect on consumers, communities, competing retailers, and their suppliers even in the early stages of its growth (Bruce, Moore, & Birtwistle, 2004)

The retail industry is an important part of the global economy, and its development trend reflects the overall economic trend of the world. Since the existence of department stores in the 18th century, the international retail industry has successively appeared in various new formats such as warehouse stores, convenience stores, specialty stores, supermarkets, and shopping centers. Companies and supermarkets are the backbones of a multi-level, multi-form, and multi-functional retail business system that suits the needs of different consumer groups.

Retailing is rapidly becoming a global industry and is now entering an era of transformation. With the development of technology, consumers can grasp all kinds of information in real-time, making it more controllable and dominate the trend of changes in shopping behavior. The consumer can shop at any time, any place, and in any way they

want. They can freely choose either to go to a physical store, online, or using mobile devices to buy the goods needed (Deloitte, 2018)

Looking at the entire retail industry, traditional business models have been disrupted, which has led to unprecedented transformational changes. Retailers should do both online and offline to better meet the increasingly complex needs of shoppers and create a better consumer experience. Innovation and transformations are developing faster and their scale is larger than ever before. Those retailers who have long been committed to balancing traditional performance indicators such as growth, profitability, and performance are facing huge challenges (Deloitte, 2018).

Although retailing is going international and many retailers are showing a growing interest in international expansion, many retailers find it difficult to develop a store network in foreign markets. This is because retailer's expansion to foreign markets leads to the transfer of retail management technology or the establishment of international trading relationships across regulatory, economic, social, and cultural boundaries (Alexander, 1995). There are some failure cases of internationalization retailers. For instance, after several years of lackluster results, Marks & Spencer's (UK) withdrew from the Canadian and US markets (Burt, Mellahi, Jackson, & Sparks, 2002), and Walmart failed to make it into South Korea, Germany and Japan (Aoyama, 2007)

However, there are also some companies like IKEA which was flexible in their organization and operation, which allows this traditional retailer to avoid the risk of losing customers and market share. IKEA is the world's largest furniture retailer with 422 stores in more than 50 countries generating over 41.3 billion euros. IKEA is a Swedish company and established by Ingvar Kamprad in 1943 (Sarah et al., 2020). Swedish retail icon attracted over 715 million visitors to its stores in 2014 at a time when online shopping is undermining conventional retail models. Hence, how does IKEA become so successful by offering innovative designed and high-quality furniture at a low price?

The success of IKEA relies on its products, marketing, sales strategy, and supply chain system. For products, IKEA's target customer group is between 20 and 45 years old. These target consumers have high standards of consumer demand and pursue the cost-effectiveness of home consumption. The design and production of IKEA products consider the contradictions in consumer demand. IKEA's self-made products had increased interest for customers to buy it (Norton, Mochon, & Ariely, 2012). IKEA optimizes the entire supply chain, establishes long-term partnerships with suppliers, and invests in highly automated and large-scale production. On the premise of ensuring product quality and cost control, IKEA provides a wide range of products with unique styles, practical and durable. To fulfill IKEA's business concept "To provide well designed and functional home furnishings at affordable price", IKEA creates a cost-effective product matrix. IKEA believes that good design should be a perfect combination of beauty, practicality, quality, sustainability, and low price. Hence, the design process is very strict and for a new product, the price regulation precedes the design, and the design should be carried out around a defined cost.

According to Baraldi (2008), IKEA had introduced creative transformation like flat packs to save the space on the warehouse and also the transportation and production costs as well. In the chain from supplier to customer, IKEA had done well in its. IKEA is practicing build endless relationship with suppliers, investing in the product functions and quality by

adding more customer value on their products, provide the best customer service and in-store experience for customers, delivery the products to customers' house and building long-term relationship with customer.

For marketing, IKEA cares about the shopping experience of every customer (Burt, 2008). Hence, IKEA sells its products in an equal manner with customers, to form a good interactive relationship. This marketing concept can be seen in the layout of IKEA stores. Firstly, the layout of the IKEA showroom is based on the actual scene of the house, creating an atmosphere of family life that encourages customers to try it out in person and helping to choose the products that meet their needs. Secondly, every IKEA products' prices are marked, and the shopping route is in orderly planned. The customers can visit each area freely without the guidance of a salesperson. This purchase process is minimally disturbed, avoiding irrational consumption caused by situational factors, and creating a satisfactory shopping experience. Finally, IKEA was also famous for its restaurants that offer delicious, sustainable, and nutritionally balanced foods. This helped IKEA create a "scenic spot" suitable for weekend visits, effectively increasing passenger flow.

Besides its wholly-owned stores, IKEA also adopts a "franchise" business model and cooperates with other companies to achieve a wider range of international expansion. Inter IKEA System B.V is an IKEA franchise licensee and the owner of the IKEA concept, which is responsible for developing and supplying product ranges and aligns the overall IKEA strategic direction. In the rising of e-commerce and the continuous expansion of the customer base in offline stores, IKEA fundamentally changes its concept to meet the customer's needs of "order online and pick-up offline". After the global furniture giant doubled through e-commerce, IKEA's online sales surged, bringing total sales of 45.4 billion US dollars.

IKEA's products, marketing, and sales strategy drive IKEA to great success, but the core barriers behind these strategies are the supply chain system. IKEA's supply chain structure is complex and its product design, production, and sales process are strictly managed by different companies. After finishing the design, the product is handed over to IKEA Purchasing Co Ltd, a subsidiary group of IKEA for the global procurement of raw materials. As the biggest furniture manufacturer, IKEA has more than 1000 suppliers worldwide and its production is globalized. This requires IKEA to establish a complete global production management system. To balance the cost and quality, IKEA has its product patent rights and is not limited to the scope of procurement in each area. This controls the product specification's quality and minimizes the cost on a global scale as well.

Political factors such as elections, referendums, renewals of treaty are very important factors in the business climate especially for those multinational companies. These factors are extremely critical and represent immense restrictions on corporations both domestically and globally. Any country that is part of the business plan will multiply all the factors and add them to international treaties, conventions, customs and practices. Hence, a throughout research of study and research of the political environment in every country the corporate operations is absolutely necessary (The Brand2Global Team, 2018). The political environment includes a country's country system, the guidelines, policies, and laws of governments of the country. Different countries have different social properties and different social systems with different restrictions and requirements on an

organization's activities. IKEA operates 422 stores in more than 50 countries. Since IKEA operates in more than 50 markets, the company must abide, and follow the regulations of each.

As the connection between physical and digital worlds open up new market opportunities, Internet strength, power and interactivity with consumers are widely recognized and with the combination of technology advancement, this had provided retailers the potential and ability to change the shopping experience of their customers (Evanschitzky, Gopalkrisnan, Hesse, & Dieter, 2004; Wolfinbarger & Gilly, 2003). Hence, due to technological advancements and accelerated competitions, IKEA follows these technology trends from its products to their promotion. On the products side, to continuously improve the product's function and quality, IKEA continues to adopt new materials and new technologies, while on the promotion side, IKEA develops their marketing strategy by fully utilizing online technologies like social media platforms, augmented reality technology, and virtual reality technology. By optimizing the online social platform, IKEA can reach more group of customers from different age, income-level, countries, race and ethnic. Moreover, it can expand the brand known among the world. IKEA is following the technology trends by producing more technology and modern furniture to attract more customers buying it.

According to Crasto, et al. (2020), people nowadays are more concerned about environment-friendly products for the sake of environmental protection. Therefore, environmental protection and social responsibility have always been IKEA's requirements for purchasing household products. To achieve this, IKEA strictly monitors the procurement channels and strictly urges suppliers to require their products to meet the corresponding certification standards to provide consumers with exquisite, practical, green, and environmentally friendly products. During the production, operational performance indicators are important for the effect of environment performance of IKEA's green products (Jean-Francois & Journeault, 2008). Environmental sustainability has several significant implications for a better competitive edge (Kee et al., 2020). IKEA launched the sustainability of its products with high quality and protected the environment by using recycled materials during the production. It could increase IKEA brand image in the society and maintain a good fame in the world. According to Steen (2005), high quality product can hold long last and reduce the maintenance costs. Besides that, environmentally friendly products can attract the environment lovers to purchase it. Since the environment lovers are getting more people and green products are getting more popular, it had cause IKEA gaining more sale and profits from it. Using the environmental sustainability materials could reduce the cost because it saves the resource and decrease the unnecessary waste (Sehgal et al., 2020).

RESEARCH METHOD

This chapter outlined the methodology that we used in conducting the project research. This chapter presented the research design, target population, and sampling design used. It further identified the sources of data collection and data analysis techniques that we used in the research along with the description of the procedures for data collection. It was concluded by describing the limitations of the research.

Research design is the framework of research methods and techniques which researchers used for the purposes of their research. There are two types of methods to conduct this research, quantitative and qualitative. The quantitative method used in this research was

to make observations obtain information related to the research. Besides, the quantitative method was employed to calculate the number of respondents. A qualitative approach is to study a situation to obtain detailed and in-depth information related to this research. The purpose of providing the research design is to study the international strategy used by IKEA to approach their customers, the SWOT analysis of IKEA, and how IKEA store layout influences consumer behavior.

The population of a study defined as any inferences from a sample refers only to the defined population from which the sample has been properly selected. Our questionnaire was open to the public and our target population for this research was customers who had visited IKEA or purchased IKEA's products before. A sampling design is a definite plan for obtaining a sample from the sampling frame and the sampling design is determined before any data or information is collected. Our questionnaires were created through Google Form and were divided into three sections. Section A includes respondent information. Section B consists of IKEA brand awareness and Section C deals with consumers' attitudes, and shopping experiences (Kamprad, 2007). Data and information for this study were collected using various means such as questionnaires, interviews, observations, and reference methods.

The questionnaires aim to examine the customer's response to IKEA. Questionnaires were distributed to the public through Google Form with three sections. Section A, the respondent demographic information, contains gender, nationality, race, age, occupation, and income level. Section B comprises six questions about the brand awareness of IKEA, while Section C contains nine questions about the consumer's attitudes and shopping experiences at IKEA. Some of the questions were created with a Linear scale, a type of psychometric response scale in which respondents were asked to choose and specify their level of agreement to a statement ranging from (1) 'highly unsatisfied' to (5) 'highly satisfied'. The interview was randomly conducted with an employee who works at IKEA in 20 minutes to get his/her opinion on the key determinants of IKEA's success as an international retailer and its international strategy to approach the customers.

Observation is an alternative method for information or data collection in addition to questionnaires. Observation requires the researcher to personally observe the situation in the research area. This research method allows the researcher to better understand the real situation to be described by the respondents. This method is carried out while the researcher visits the research place and does some field trips to get better ideas beneficial to the research.

This method is used to obtain additional information from several sources so that this research can be more perfectly conducted. We used this method to find information from published materials like magazines, newspapers, and the internet. To complete this study, we have used an internet-based method to get information about the key determinants of IKEA's success as an international retail company, the international strategy used by IKEA to approach their customer, SWOT analysis of IKEA, and how IKEA store layout influences consumer behavior (IKEA Malaysia, 2020).

The data were analyzed by descriptive methods in the form of percentages and frequencies, performed when obtaining primary data from the questionnaires. The level of analysis is achieved when the data obtained are ascertained, edited, and measured to numbers. Subsequently, the data were presented in the form of tables and graphs.

The limitations of this research are those design characteristics or methodology influencing the interpretation of the findings from the research. Due to COVID-19 pandemic, our research activities got hindered and our discussions were conducted by emails and WhatsApp. We could only access the internet to get the information as the libraries are closed due to the pandemic. Unequal access to the internet and affordable data, along with inefficient broadband services causes limitations for the research. Besides, we could only collect customers' opinions through Google Form instead of having a short interview with the customers randomly at the research place.

RESULTS AND DISCUSSION

Table 1. Summary of Respondent's Demographics (N=70)

Response	Frequency	Percentage (%)
Gender		
Male	28	40
Female	42	60
Nationality		
Malaysian	60	85.7
Indian	6	8.6
Others	4	5.7
Races		
Malay	13	18.6
Chinese	48	68.6
Indian	9	12.9
Age group		
20 years old and below	9	12.9
21 - 30 years old	45	64.3
31 – 40 years old	10	14.3
41 years old and above	6	8.6
Occupation		
Student	48	68.6
Employed	21	30

Unemployed	1	1.4
Retiree	0	0
Income level		
None	39	55.7
Below RM1000	8	11.4
RM1000 – RM2000	2	2.9
RM2000 – RM3000	7	10
RM3001 and above	14	20

Table 1 shows the summary of 70 respondents' demographics. Based on table 1, female respondents were the majority (60%). Next, the respondents were mainly Malaysian (85.7%), followed by Indian (8.6%). In the google form, most respondents were Chinese (68.6%) and Malay (18.6%). Moreover, the 21 – 30 years old group was the largest group among the 70 respondents (64.3%), while the second large age group was the 31 - 40 years old (14.3%). By occupation, most of the respondents were students (68.6%), followed by the employed (30%). A total of 55.7% of respondents comes from the have-no-income group, while 20% of respondents had RM3001 income and above.

Table 2. Summary of Brand Awareness among Respondents

Response	Frequency	Percentage (%)
Have you heard of IKEA's brand before?		
Yes	70	100
No	0	0
Have you visited IKEA before?		
Yes	65	92.9
No	5	7.1
How you came to know about the IKEA brand?		
Social media site	40	57.1
Family or friend	19	27.1
Newspaper or magazine	3	4.3

Advertisement	7	10
Other	1	1.4
Have you purchased IKEA's product before?		
Yes	60	85.7
No	10	14.3
Which IKEA's products have you purchased?		
Bed & mattresses	14	20
Sofas & Armchairs/ Chairs	20	28.6
Tables/ Desks	32	45.7
Textiles & rugs	14	20
Storage furniture	28	40
Cooking or eating utensils	33	47.1
Decoration	27	38.6
Home electronics	14	20
Baby & children product	3	4.3
Other	11	15.7
None	9	12.9
The shopping experience at IKEA's store		
Highly unsatisfied	0	0
Unsatisfied	0	0
Neutral	4	5.7
Satisfied	21	30
Highly satisfied	45	64.3
The quality of IKEA's product		
Highly unsatisfied	0	0
Unsatisfied	0	0

Neutral	6	8.6
Satisfied	32	45.7
Highly satisfied	32	45.7

The overall price of IKEA’s product

Highly unsatisfied	0	0
Unsatisfied	1	1.4
Neutral	12	17.1
Satisfied	31	44.3
Highly satisfied	26	37.1

The customer service of IKEA

Highly unsatisfied	0	0
Unsatisfied	0	0
Neutral	11	15.7
Satisfies	28	40
Highly satisfied	31	44.3

The IKEA layout design

Highly unsatisfied	0	0
Unsatisfied	0	0
Neutral	6	8.6
Satisfies	19	27.1
Highly satisfied	45	64.3

Table 2 presents a summary of brand awareness among 70 respondents. It indicates all of the respondents heard of IKEA before yet 92.9% of respondents had visited IKEA. It signifies that IKEA is highly famous, however, since it mostly is located uptown, those who live in the suburb will face difficulty visiting it. Also, the most effective way to promote the brand was through social media sites as the majority of respondents (57.1%) knew IKEA from them. A total of 85.7% of respondents had purchased IKEA’s product before and the most product they purchased was cooking or eating utensils (47.1%), due to its cooking

or eating utensils are excellently designed. The second most products the respondents purchased were tables/desks (45.7%) as IKEA provides tons of tables or desks for customers to choose the best-fit tables for them.

IKEA store is a plotted path through the store, allowing everyone has to walk past every item before they pay and leave. This is a great strategy to attract customers to buy things, which they did not plan to buy before. This made the majority of respondents were highly satisfied with the shopping experience in IKEA stores (64.3%) in addition to its customer service (44.3%), and its layout design (64.3%). For the quality rating, the percentage of satisfied respondents is the same as the highly satisfied respondents (45.7%). This is due to IKEA knows what customers want. IKEA knows that the quality of the product is one of the customer values. Therefore, IKEA offered an affordable price without decreasing the quality. Moreover, 44.3% of respondents were satisfied and 37.1% of respondents were highly satisfied with the overall price of IKEA's product.

Table 3. Summary of Consumers' Attitudes and Shopping Experiences in IKEA

Response	Frequency	Percentage (%)
What are the criteria when you choose to buy furniture?		
Features	26	37.1
Durability / Quality	55	78.6
Price	51	72.9
Design	54	77.1
Period of use	33	47.1
Which of the following factors attract you most?		
Good cost performance	4	5.7
Layout	13	18.6
Variety of products	11	15.7
Quality of products	17	24.3
Design of products	18	25.7
Easy to assemble	1	1.4
Customer service	0	0
IKEA food	6	8.6

Which of the following issues you have experienced while or after shopping at IKEA?

Confusion in the showrooms	28	40
Finding products in the warehouse	36	51.4
Out of stock products in the warehouse	21	30
Product overload / being overwhelmed by the store	14	20
Delivery	30	42.9
Return process	14	20
Product packaging	6	8.6

Which service do you think IKEA needs to improve?

Product Design	24	34.3
More customized products	32	45.7
Delivery	23	32.9
Shopping environment	29	41.4
Facility	27	38.6
Free assembly	11	15.7
Customer service center	11	15.7

Do you like IKEA do-it-yourself assemble furniture concept?

Yes	66	94.3
No	4	5.7

Does IKEA's store layout influence your shopping experience?

Yes	65	92.9
No	5	7.1

**Would you like to visit IKEA or purchase
IKEA's products in the future?**

Yes	70	100
No	0	0

**Do you think IKEA is a successful
international retailer?**

Yes	70	100
No	0	0

Table 3 presents the summary of consumers' attitudes and shopping experiences in IKEA. The respondents were inquired in nine questions about the main criteria when purchasing, the attractiveness of IKEA, issues experienced, services improvement, opinions on IKEA's do-it-yourself concept, the influences of IKEA's store layout, customer satisfaction on IKEA's products, opinions, and suggestions for brand recognition of IKEA. There were 55 respondents (78.6%) prefer durability as their main criteria when purchasing items, 54 respondents (77.1%) chose the product design and 51 respondents (72.9%) claimed that they would compare the price items with others before making any purchasing decision. This evidence revealed that respondents had clear shopping motives rather than just purchasing the goods.

Several aspects had attracted the respondents to visit and purchase in IKEA. The design of IKEA's products recorded the highest percentage (25.7%), followed by product quality (24.3%), store layout (18.6%), and product variety (15.7%). Most of the respondents decided to purchase IKEA's products since the designs are simple and easy to assemble. Flat packaging design provides convenience in the transportation process. Most of the respondents were satisfied with the quality of products as all products in IKEA's store were guaranteed. Respondents enjoyed a variety of design choices bringing convenience to their daily lifestyle. Blank-painted products reflected the sense of elegance and giving respondents a beautiful enjoyment with the ideology and artistic conception of IKEA products.

Besides, 36 respondents (51.4%) had experienced the issues of difficulty in finding products at the warehouse, followed by 30 respondents (42.9%) who experienced the problems of late delivery, and 28 respondents (40%) were confused in the showrooms while shopping. Most of the respondents stated that it took them several minutes to search for code products placed in the bulk storage area. All furniture designed in similar pieces and flat packages stored in warehouses made the respondents difficult to locate their products and items. Due to the Covid-19, IKEA had an overwhelming response in online order resulting in a longer time for delivery. Besides, respondents said that they could easily get lost in the maze-like showrooms because the guidance signs and maps were difficult to be found while shopping in. Therefore, the general design of the store decreases the chances of making the shopping visit shorter.

Furthermore, 32 respondents (45.7%) preferred customized products to be improved by IKEA. Most of the respondents desired to interact more with products and unlimited creativity could be expressed in the assembling process. There were 29 respondents (41.4%) who stated that shopping environments needed to be improved. They pointed out that store maps and signs should be exhibited in visible measures so that they could directly reach the locations when emergencies arise. The respondents also preferred that the features of items be printed in the price tag as they could easily identify the items from similar packaging placed in the warehouse. It could convenience the customers as well as minimize the risk of picking wrong items in the warehouse.

Table 3 showed that the majority of respondents (94.3%) were satisfied with the concept of do-it-yourself assembled furniture and they also agreed that IKEA's store layout influenced the consumer's shopping experiences (92.9%). The results represented that most of the respondents enjoyed assembling the furniture by themselves which led them to a sense of satisfaction. Moreover, the maze-like store layout is one of the strategies used by IKEA's company to keep shoppers moving around the retail store and nudge them towards making those impulsive purchases. We can see that a well-planned store layout and the design of shopping experiences indirectly influence the consumption of shoppers in IKEA stores. Therefore, this survey proved that all of the respondents would like to visit IKEA or purchase IKEA's product in the future.

A total of 21 respondents voiced their opinions on brand experiences with IKEA. They agreed that IKEA is a well-known international retailer in the world. They have expressed different experiences of IKEAS's products, foods, and environment for customers. IKEA produced various products high-quality guaranteed at affordable prices. The showroom design allows consumers to plan in advance and directly purchase the products. By utilizing the concept of do-it-yourself, it provides an opportunity for consumers to build the furniture creatively. These creative and sustainable ideas stand a chance to compete with other retailers in this competitive world. Hence, all of the respondents agreed that IKEA is a successful international retailer in the world.

As most of the respondents (51.4%) had faced the issue of trouble finding products in the warehouse (see Table 3), we are suggesting two ideas to solve this issue. The first idea is to place the display item beside the packed products according to the category in the warehouse. For example, if the products are chairs, it will be better to place a chair display beside the products. It lets the customers know that they are in the chair category. It also could let the customers who just need to buy certain products, can quickly find out the desired products. It will save their time for searching the items one by one. Moreover, placing display items can attract customers who did not intention to buy it will also be attracted by the unique design of display items (Sigurdsson & Foxall, 2009). On the other hand, the display item will occupy more space in the warehouse. The passageway for the customers and employees may become narrow especially for the bigger display item. Therefore, it will be a drawback for placing display item beside the packed products.

The second idea to improve this issue is setting up the Warehouse Management System. It is famous with helping to managing and tracking the inventory (Andiyappillai, 2019). Warehouse Management System has been an advance tracking technology recently. Technology is important to enhance and improve the business (Seo & Lee 2019). Customers might spend a lot of time searching for the products they are going to purchase as all of the packaging are similar to each other. To reduce the confusion, the Warehouse

Management System can help customers to track the items by inserting or scanning the code of products. The description features and price of the items will be listed accurately on the screen of the system. Besides, this system could help customers to track the item location and directly lead customers to the actual places. It not only reduces the management cost but also enhances customer satisfaction. Moreover, it can collect the data from customers about which products are most popular search in IKEA (Zunic, Delalic, Hodzic, Besirevic, & Hindija, 2018). However, there are several risks associated with using the Warehouse Management System since the downtime issue needs more time to fix the bugs. Hence, it may decrease the productivity and the quality of customer services.

This research revealed that IKEA's well-planned marketing strategy successfully attracts loads of consumers to visit and purchase in IKEA stores. Throughout the research, opinions, and suggestions from respondents could help IKEA to take a proactive approach to provide their customers with high-quality services in the future. Ongoing satisfaction will lead IKEA's customers to loyalty and drive IKEA's company to the path of success.

CONCLUSIONS

Based on the findings and discussion, we can conclude that IKEA is a successful international retailer in the world. Layout design, product design and quality, customer service, and shopping experience are the key determinants to lead IKEA to a well-known and successful company. However, the layout design of warehouses, products overwhelmed by the store, more customized products, and facilities need several improvements to attract more customers.

We recommend IKEA to expand deeper into food retail. We believe that some customers visit IKEA not merely because of the furniture, as food also becomes one of the attractive elements. Famous dishes in IKEA are meatballs, carrot cake, blueberry crumble cheesecake, soy ice-cream, and frozen yogurt. IKEA could offer a variety of Swedish food to provide more choices and try to suit every customer's taste. However, IKEA need to launch the dishes which will suit the country culture. In Malaysia, IKEA can launch the halal food to adapt in the Malaysia culture (Dilip & Ezlika, 2014). Therefore, IKEA might highly differentiate themselves from competitors by being famous with furniture and Swedish food.

Moreover, we suggest IKEA provide a playground and a nursery for kids. Playgrounds are a fun place for children, while the nursery enables parents to shop without worrying about their children, as IKEA workers will take care of the children. This idea could kill two birds with one stone as it may bring benefits to customers and the company. This upgrade could transform IKEA into a multipurpose shopping and increase sales (Urban Play, 2019).

Lastly, creating an IKEA second-hand shop could be another breakthrough. Resale market is now getting more popular among customers around the world (Hristova, 2019). Generally, it takes up to 10 years for furniture to be broken, all that time, there are many new designs of furniture to launch. Therefore, customers may choose to buy the new design and sell their second-hand furniture to IKEA. IKEA workers will polish and repair the furniture and resell them in the shop. As this idea can be a way to reduce the waste of furniture and protect the environment, it raises the brand image. Since "Always improve and beyond yourself" is the key to being successful, IKEA should always improve and

innovate their products, customer service, and shopping experience to attract more customers and differentiate among competitors. Therefore, IKEA can long last in the industry and continue expand its product (Hermundsdottir & Aspelund, 2020).

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