



Case Study for IKEA-Saudi Arabia

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Executive summary:

IKEA's objective in the market is to give the consumer the experience of making every day is special day (Larsson and Qviberg, 2004), IKEA also aim to create innovative products and shopping experiences for its customers (Solomon, 2015, p 397), the company depends on the elements of the ambient environment effect on purchase behaviour, point of purchase displays and how they set the products and organising the showroom, and up-selling strategy through the impulse vs. planned purchases decisions while shopping in IKEA.

IKEA is on the most famous retails shops in Saudi Arabia, and they are showing great growth year after year while maintaining the customer satisfaction, loyalty to the brand, and cost-effective home solutions.

In this paper the author will examine the role of consumer behaviour in IKEA-Saudi Arabia, the study is aimed based on questionnaire distributed among IKEA's customers and qualitative interview with IKEA team members, also in this paper the author will discuss the successful factors for IKEA, the ways that the company use to maintain the costs for the products, other marketing research about IKEA across the world and the ideas of development that the company used to meet the local culture.

In section one: the author will include introduction about IKEA, other market research about the company, and other journals spoke about the company, it also has a discussion of the Literature Review & Methodology for the study

In section two: the author will be a discussion of the field research results (interviews and questionnaire).

In section three: the author analysing the conclusions of the study, and recommendations for improvement for IKEA within the Saudi Market.

1: Introduction, Literature Review & Methodology for the study (Moussa, 2016)*

1.1 Introduction:

1.1.1 IKEA in Press:

(Fortune, 2015) talked about IKEA's and how the company expanded over the world, expressing the successfulness of this giant retailer and the base of its cross-culture expansion plans.

The research, market surveys was the main concept for IKEA in understanding the local market, and the common concepts from European culture and other cultures, giving the example of IKEA's opening in the USA and the failure that the company has before conducting the local market research methods.

The research allowed IKEA to merge itself in many regions, understand it, and also adopt a new designs which fit with this local market, however, IKEA still need more engagement in understand the consumers' behaviour in Saudi Arabia and Meddle East, the company's first store opened in 1983 and it was relatively small, it was just around 700 square meter, and in 2004, IKEA-KSA developed the store space to be 7,000 square meter, which means the business required expansion about ten times in 21 year, but in 2011, the expansion reached a highly level as the Riyadh and Jeddah stores are 28,500 square meters, while the third branch in Saudi Arabia now is 25,000 square meters, which means the IKEA-Saudi Arabia expanded the stores by 78 times in 28 years only (Ghassanco, 2011).

Also, the research also allowed IKEA to design its products to fit with the target market where the company operate to meet the local culture needs which are different than the European culture, especially when IKEA decided to expand in Asia, Russia, USA, and Meddle East (Harapiak, 2013).

1.1.2 Market researchers about IKEA:

(Jonsson and Foss, 2011) conducted a qualitative research about IKEA, where the authors interviewed 70 interview from 2003 till 2009 with the company's employees within Russia, China, and Japan as new markets for IKEA at that time, the main idea that the authors argued about as a results from the Interviews was about the internationalization of IKEA, knowledge share strategy, and price-based competitiveness as key factors of success.

Moreover, IKEA had continued development for its product to fit with the consumers' trend and to shape itself within the local market, with an example from US market when the company developed the product to be eco-friendly products so it can follow the trend in US market. (Harapiak, 2013), that's beside the main concept for the company to continue with low-priced products and saving costs, in the authors' interview with IKEA team, he discovered one of the main concepts that IKEA uses to maintain the saving cost plan with high-quality products.

Also, IKEA's culture and knowledge sharing are vital factors for IKEA's successfulness, this aspect also founded by the author when he conducted the qualitative research with IKEA-KSA's team.

1.2 The Literature Review & Methodology section:

1.2.1 A literature review analysis:

The author depend on this project on several of literature reviews that related to IKEA's culture, strategy, and environment, that's beside articles about retails business and consumer behaviour, in the references section, the author added the books and articles used for the researchers, however, the author quoted parts from his previous submissions after enhancement and revisiting it based on the professor feedback.

1.2.2 The field research: narrative analysis:

The retail business present the company's understanding and acting to the local culture in terms of services offered, products displayed, and the extended network activities and operations (Jonsson, 2005), in IKEA case, the company's business and objective is to creating and delivering better experience for people's life through their shopping (Larsson and Qviberg, 2004), the thing that makes the company investing in many aspects to enhance and develop the shopping experience from store level through the innovation in products and services provided to the consumer (Solomon, 2015), IKEA created a bond relationship with its customers worldwide, the firm is depending on high-quality products with low cost the thing that allows IKEA to bond a solid relation which is no easy for competitors to break (Solomon, 2015).

As the purchasing behaviour is a decision that built upon a series of processes involved to influence the consumer to buy a product (Rani, 2014) IKEA shown a unique example of understanding the customer needs (Solomon, 2015), their behaviour, and what factors could influence their purchasing decision while shopping in IKEA's showroom, in other words, IKEA examine an example of understanding what will make the consumer to recurrence his purchases and what is motivating him to purchases (Stávková, Stejskal, and Toufarová, 2008).

An additional aspect that IKEA relies on is the brand reputation which gained through the international expansion of the brand worldwide and the positive customers' feedback which highly motivates and influence consumers purchasing decision (Schivinski and Dabrowski, 2016).

1.2.3 Store atmosphere and ambient environment: IKEA's environment within the showrooms

As continues development strategy for IKEA's to deliver the best shopping experience for its consumers, IKEA's followed the sensory marketing approach to enhance this experience for shoppers across multiple of senses on both levels emotional and rational, by influencing the consumers' perception through significant interactive factors that affect the atmosphere and design of the showrooms to make it more enjoyable and make consumers stay longer time in the showroom (Spence, et al., 2014)

(Hultén, 2012) argued that there is "*five major elements of retail atmospherics, namely exterior, interior, layout, point of purchase and human variables*", in IKEA's case within Saudi Arabia, the five factors are developed and seen within IKEA's environment.

First factor is the exterior, where IKEA's showroom have massive parking space to meet the culture of Saudi Arabia, as the country recorded 1.4 Million vehicles registered in 2011 (Hassan, et al., 2014), so each store has high capacity of parking spaces to acquire more consumers' without let them worry about their cars.

The second factor is the interior design for IKEA's showroom, which obviously reflects the brand image, in respect to IKEA's trade dress and IKEA's concepts of home designs (Solomon, 2015).

Third is the layout which is presented in the showrooms which influence the unplanned buying decisions and increase the chances of up-selling strategies for customers in the showroom (Solomon, 2015)

Fourth is the point of purchase, and within IKEA's environment they are working to influence consumers' current store behaviour and even future behaviour through the experience they are delivering to the customers (Hultén, 2012)

Fifth is human variables, and it is observed through the wide category of products offered within the place as the category of the product could work to influence the consumers' purchasing decisions or make them pay attention to certain product that they may forget (Soars, 2003), also the communication within the environment would positively influences and strength the favourability of the factors associated with brand environment (Benoit-Moreau and Parguel, 2011)

1.2.4 Touching experience

"Touch mediates every type of sense perception" (Peck and Childers, 2003), also the studies argued that most of consumers' prefer to get available information through the sense of touch, which means that the factor of touching experience is critical especially with retailers and showrooms, and product judgment could be influenced by touching it, and at this point, the consumer will decide whether to buy it or leave it, the importance of touching the products is critical for consumers as thought the touching experience, the consumer can easily retrieve information about the product from memory (Peck and Childers, 2003).

The power of influencing the touching experience for retails rely on the product display and showrooms format and how easily for consumer to touch the presented product, get samples, and gain the needed information, IKEA has demonstrated a unique touching experience for consumers' and even more, the virtual reality and 3D experience to enhance the consumer experience (Solomon, 2015)

1.2.5 Showroom format and product display

The way of shaping the package and display the product in one of the important marketing communication tools with the customers' which can increase their attention and perception to certain product and expose them to certain products within the showroom environment, this in addition to the presentation process and products across the showroom, the thing that create importance of the presentation equal to the importance of the product itself (Venter et al., 2011).

Perception of the perceptual process could be influenced by the product place and packaging style (Venter et al., 2011), within IKEA, the product display always have a meaning and reason, also message to deliver it to the consumer about the product to enrich the information about the product through the visual element channels (Solomon, 2015).

IKEA's strategy of presenting the product and setting the showrooms at the eye level to put it in a way that increases the attention of the consumer so they can get the most selling success result from presenting the products (Aghazadeh, 2005). In IKEA's Saudi Arabia, the showroom has a restaurant the present the three main meals of the day, and to reach the restaurant you have to pass by almost of the showroom, and in the way to go you see the rest, the same way of presenting the products at the eye-level for consumers who are only targeting the restaurant so IKEA can get the most out of this visit and could increase their attention to products that they may need and forgot about.

1.2.6 Impulse vs. planned purchases strategies

IKEA's depending on impulse strategy to increase the sales, that's depending on two main factors, sensory, and memory, as (Solomon, 2015) the human brains link between sense and memories, and this factor is shown in IKEA's product display and perceptions of the showroom, so they can easily remind the consumers with that they need to buy, or influence them to a product that linked with something they might be thinking about.

Also increase the cognition of product to facilitate the purchasing decisions this, also, to making consumers stay longer in showrooms and possibly purchase more (Spence, et al., 2014), these environmental factors for IKEA allowed the firm to increase the impulse strategy and up-selling more to consumers. And delivering a message to consumers so they can stimulate it by sensors and influence them to consume a product that displayed (Solomon, 2015)

1.2.7 IKEA and Saudi Culture

The culture and societal environment are factors that can influence the customers' decisions and it could drive and control the decisions (Rani, 2014), IKEA's understanding for this aspect is vital, and shown in the cost of products, however, IKEA's style and product category is for modern lifestyle, which is global trend, nevertheless, IKEA's culture is different than Arabian culture which is a different model and not close to traditional lifestyle of Saudi Arabia, for example the Traditional Arab Coffee Set "Dallah", which you cannot find it in IKEA's catalogue or showrooms, the author believes the culture communication is important aspect to be considered, and IKEA needs to develop certain products to meet the culture of Saudi Arabia, it could develop the traditional sets in a modern way, (Burt Johansson, and Thelander, 2011) argued about the same culture adaptation in China market, where IKEA presented three products only for China market to meet the local culture adaptability, it would be a vital touch from IKEA to present same experience in Saudi Market to deliver better shopping experience and influence more consumers.

1.2.8 Research method: short questionnaire and Interview with IKEA team:

The author depend on his search on short questionnaire method to be distributed among IKEA's consumers across Saudi Arabia, in the questionnaire, the author will target factors that influence the consumers and attach them to IKEA, the shopping experience with IKEA, in addition to their point of view

about IKEA showroom environment and product display, how often they visiting the showroom, the planned purchases vs. Impulse purchased, store atmosphere, and IKEA's culture impact VS., Traditional culture and how IKEA influenced their shopping habits.

Also, the interview went with two IKEA members about the company and their strategy to maintain the cost, increase sales, and maintain the customer loyalty to the brand, in section two, the author will discuss the research methods in details.

2: The field research results (interviews and questionnaire). (Moussa, 2016)**

2.1. Qualitative research result: Interview with IKEA team:

The author had the chance to do two interviews with IKEA's team members, the first interview last for three hours with Marketing Manager for IKEA-KSA, and the second interview last for two hours, and it was with IKEA's infrastructure manager, both interview conducted in IKEA's HQ-Jeddah.

The team was very helpful and very cooperative in terms of information provided, through the interview with IKEA team, the author learn more about the company in depth, the strategy, the workflow, retails, cut-cost plans, how the company maintain the quality and other information which wasn't discussed in other articles or studies about IKEA.

2.1.1 Valuable key information discovered over the interviews and it does include:

"Never say cheap, say affordable price" The Marketing manager said, as part of IKEA culture and marketing concept, you would never find a product within IKEA called cheap product, even if this is the concept of the company to sell cheap products, but the company always prefer to call it affordable price, even when there is sale, the company put on the product the logo of affordable prices, so the company can maintain its image in the market, and also maintain the consumers' image when they are buying the product, the word affordable would have a positive impact on consumers when they see it as part of maintaining the emotional processing for consumers (Bradford and Desrochers, 2009).

Price tag for information is a key concept the IKEA apply in every store, and it's founded on the left side of each product, the marketing manager informed the author about the concept and content of the prices tag which is not only for prices; the tag includes information about the product manufacturing, colours availability, how to maintain and clean the product, and the product number whether its self-serve product or it is available in the warehouse, so the consumer would have all the information he needs about the product without asking about it from any IKEA's representative in the store, and also how and where he can get whether from the shelf or through the cashier.

The Paper and Pencil, the concept from this two things that the company give for free for each customer helping him to note all the product he needs, from the price tag he can write down the product code so he can easily remember it on the cashier, however, this is not the only concept from the pencil and note paper, it also a part of delivering a unique experience for the customer (Hultén, 2012), and targeting his long-term memory by having many pencils around him from IKEA all the time at home or office (Schivinski, Christodoulides, and Dabrowski, 2015).

New customer through the restaurant: "a new experience will bring new customers" marketing manager said, the idea of having restaurant in IKEA is global concept, the IKEA stores in Europe and the USA is far from the city, and as part form IKEA strategy to make customers stay more time in the store (Spence, et al., 2014) and make themselves spending the whole day at IKEA, it was necessary to have a restaurant, but this is not the whole story. The restaurant has two styles, Swedish cuisine and local cuisine to meet the experience for a new style of food and local cuisine to meet the local culture.

Conversion rate and Sensors, are IKEA's tools to discover the successfulness of the restaurant concept in converting visitors who are willing to try the Swedish taste of food to customers who buy from IKEA, The Infrastructure Manager informed the author the IKEA has a sensors in every store that count the customers all over the day, also this sensors connected with algorithm that makes a calculation to bring the total number of customers, for example a family of four people are one customer for IKEA, two adults could be two friends or husband and wife, all these aspects are taking into consideration in the conversion rate system that IKEA has.

Product manufacturing in developing countries, as part of the company strategy to maintain cost, the company most products are manufactured in developing countries to maintain the cost, however, the products have a direct supervision from IKEA quality team to make sure that the products are fit with the company's standards, so the company can continue with its solid relation with the customers through the high-quality and low-cost products (Solomon, 2015).

Packaging and shipping are main tools for IKEA to cut cost, the marketing manager describe the production layers for IKEA as conditional production, the product must fit in package, the package dimensions must fit with containers' palette, and the palettes count must fit in containers' dimension, so the company can avoid the waste of spaces which will reflect on the shipping cost that will affect the product price, by this method the company is saving 20 to 30% of the shipping cost, in addition, all IKEA products are products that could be assembled.

Four additional concepts that IKEA has to increase the consumers' perception to add a meaning to the shopping experience (Solomon, 2015), "Lighting standardisation and communication boards, store flow changing, new focus every 3 months" marketing manager said, the lighting system in IKEA stores is designed to fit with the product display system, make the place always bright, and it is not fixed, it is also removable and customized based on the communication board over the store that always promotes for advertising within the showroom, which help the customers to remember products they may forget (Benoit-Moreau and Parguel, 2011), and the store flow which is frequently changing, this in order to deliver for the customer a new experience

in each time he visits the showroom, and the last thing is the new focus which changes every three months over the year and this refer to an area that IKEA focus on it in three months as target to promote for example first quarter the company will focus on bedrooms, second quarter on living room, etc.

Seasonal sales products to meet local culture, in Saudi Arabia, the company providing seasonal products that meet the local culture such as products displayed in RAMADAN the holy fasting months for Muslims, so the company promote for products that meet the consumers' needs in this month.

Add-ons products to increase sales, IKEA strategy in this add-ons products is a full range of accessories that give a touch of the product, and it also could be sold alone if you just need this touch, for example, a bed Lids, or TV shelf accessories, through this strategy, IKEA make up-selling for customers who willing to buy bed, or TV shelf, or even a customer who only want this add-ons product, by this way, they can influence the consumers to consume a product they weren't thinking about it from what is displayed (Solomon, 2015).

Last thing in the interview was a question from the author, how the infrastructure manager and marketing manager know all this information about IKEA, even when most of it not related to their field, the answer was the same from managers, "IKEA College for learning and the role of Duty Manager from each department", IKEA never stop teach its employees, they even have a college to teach them everything about the company, "regardless the department you are in, you are allowed to know about IKEA, because you an IKEA's family member", infrastructure manager said, the other thing is, if you hold a manager position and your location in one of IKEA's store that means you will be the store deputy manager for one day in week, you will wear yellow, and you will run the entire store, infrastructure manager have this experience for more than three years when he was the IT manager for Jeddah showroom, he learn from this experience a lot about IKEA logistics, marketing tools, and IKEA's culture within the showroom.

2.2 Questionnaires' result: questionnaire distributed over IKEA customers in KSA.

The questionnaire based on ten questions to make it easy for IKEA consumers to make it, it made through Survey Monkey, and it presented as survey, each question refer to influence factor that the author investigates to understand more about IKEA's consumer and their behaviour, the survey also include aspects of local culture such as the parking space and traditional products into new style, the total number of consumers who attend this survey was 51 participant.

- How likely is it that you would recommend IKEA to a friend or colleague?

This question added by author to understand the NPS for IKEA in Saudi Arabia, the NPS is a marketing tool for brands to relative the competition, giving the marketers the ability to understand the rational and emotional sides of consumers' behaviour, it also determine whether the consumer has confidence about the price and quality of products offered, in addition, it deliver part of the emotional attraction of the consumer and their relation to the brand and how they see themselves understood by the company (Blasberg, Vishwanath, Allen, 2008)

The NPS score generated from this survey was 7 in details (Promoters (9-10) 36% 16 participants, Passives (7-8) 36% 16 participants, Detractors (0-6) 29% 13, and 6 participants skipped this question) as shown in figure 2.

These results refer to a lake of trust between IKEA and its customers in KSA, they like the brand, but they don't have much confidence in it to refer it to a friend, with 29% Detractors customers, IKEA has more efforts to change this statement to very likely to recommend (Shaw, 2007).

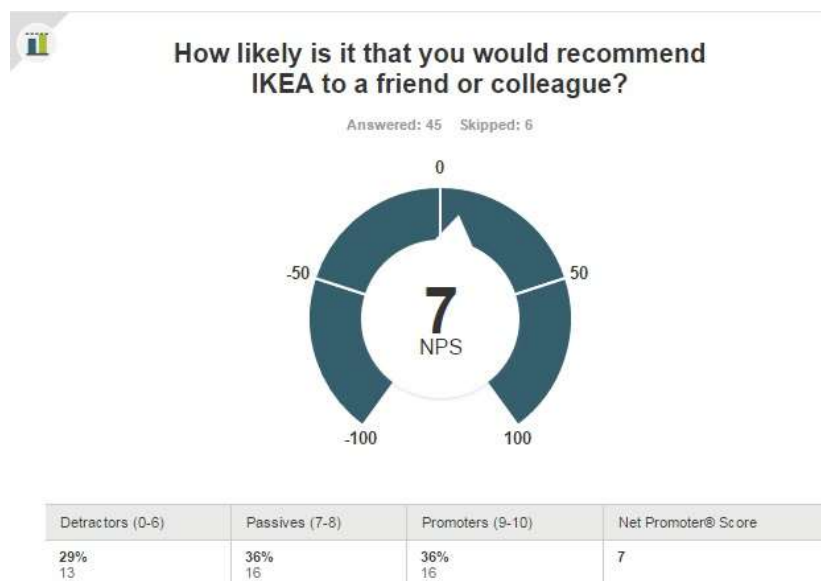


Figure 1 Question One

- In the past 12 months, which of the following factors influences you to purchase from IKEA (Please select all that apply.)

This question had the option of selecting all that apply; it also had an additional box to let the consumer add additional points that he sees fit with the question.

In this question, the author tried to go in depth into the consumer’s mind to understand what factors influence his purchasing decision to buy from IKEA, and the answers as shown in figure 4, also, the three comments by consumers was (Only Swedish products, The designs, and IKEA design).

The number are determining the influences factor for customers as seen in the figure, there is 50 select for previous selling, prices and quality of product, with 19 selection for family influence, 27 select for the brands’ reputation, and 3 selection for the consumers’ position within society as factor that influences them to purchase from IKEA.

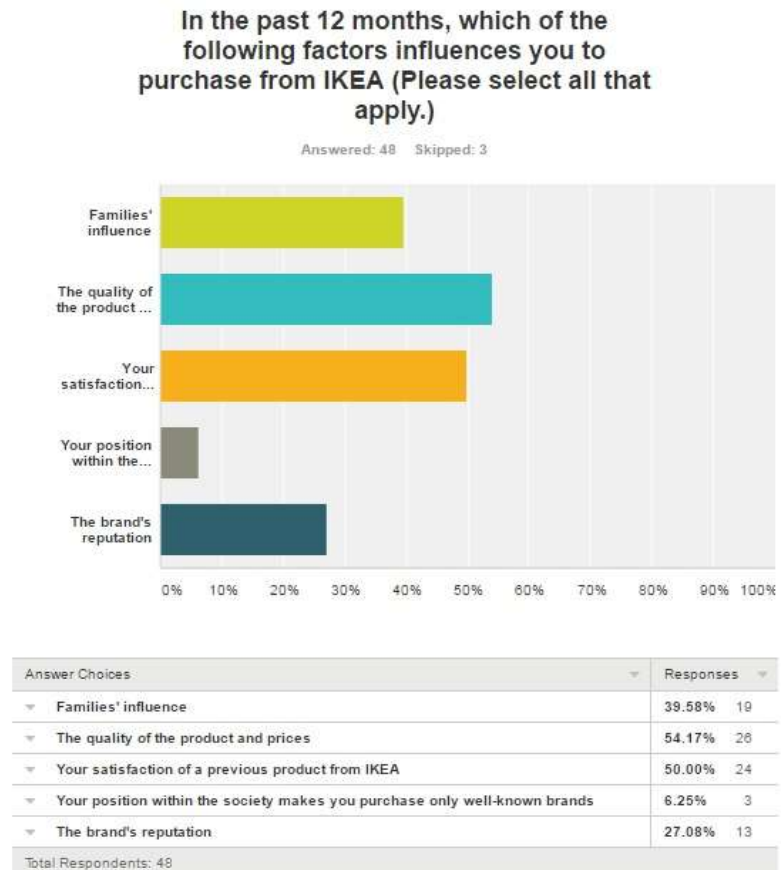


Figure 2 Question Two

- What do you think about the interior design for IKEA’s showroom?

As seen in figure 3 that 33 % of participant agreed that the interior design for IKEA’s showroom is perfect, 41 % sees it as Moderate, while 13 % sees it as unique, with total of 90% of participant agreed that the interior design for IKEA is favourable for them, which means that IKEA present a significant success in its environmental structure within the showroom, and 9% see that it needs improvement, and only one participant sees that design as poor.

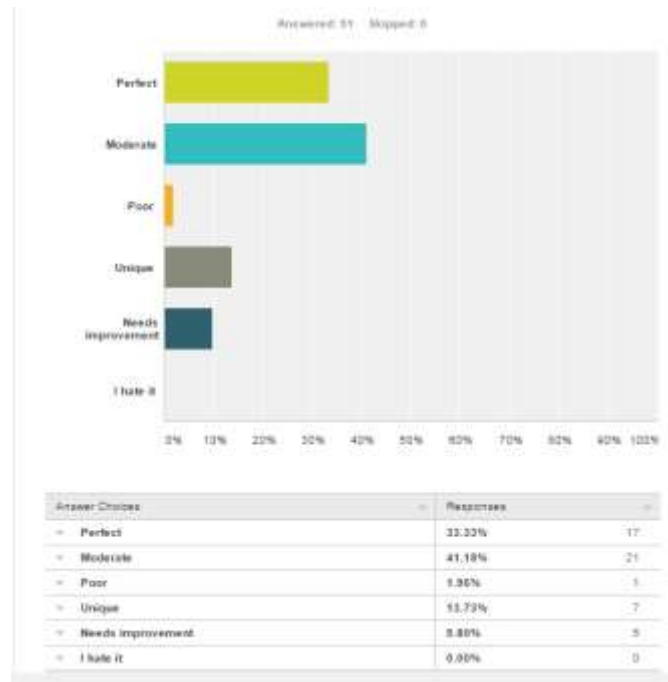


Figure 3 Question Three

- Do you think that IKEA's category of products meets your needs?

With zero & Strongly Disagree, and 1 participant only Disagree with the question, IKEA product portfolio presents a unique experience for his customers about the company's wide range of products that fit with almost 99% of the survey participants in Saudi Arabia; figure 5 present the survey results.

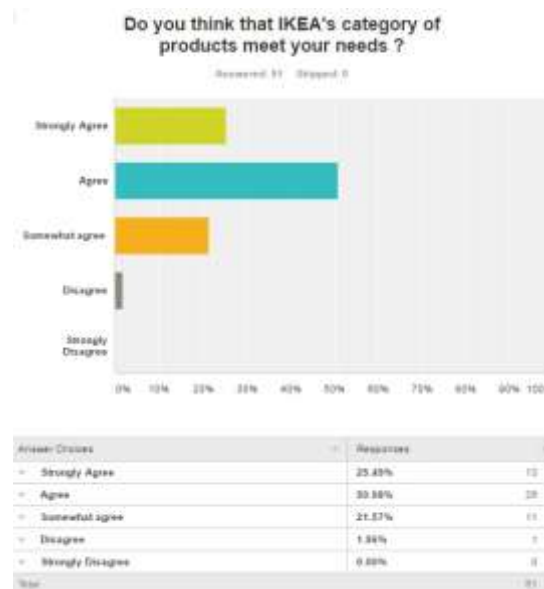


Figure 4 Question Four

- How important is the touching experience for you while shopping

As shown in figure 6, the importance of touching experience, the author decide to go with this question to measure the importance of showroom product display, and as measure of the touching experience as stimuli to influence the consumers' purchasing decisions, the author found that the importance for this stimuli as 92% of participant agree about the importance of this factor, and only 6% found it as unimportant, and of Little Importance has almost 2%, which confirm the argument from (Peck and Childers, 2003) about the importance of touching and how this sense affect the consumers' perception and influence it.

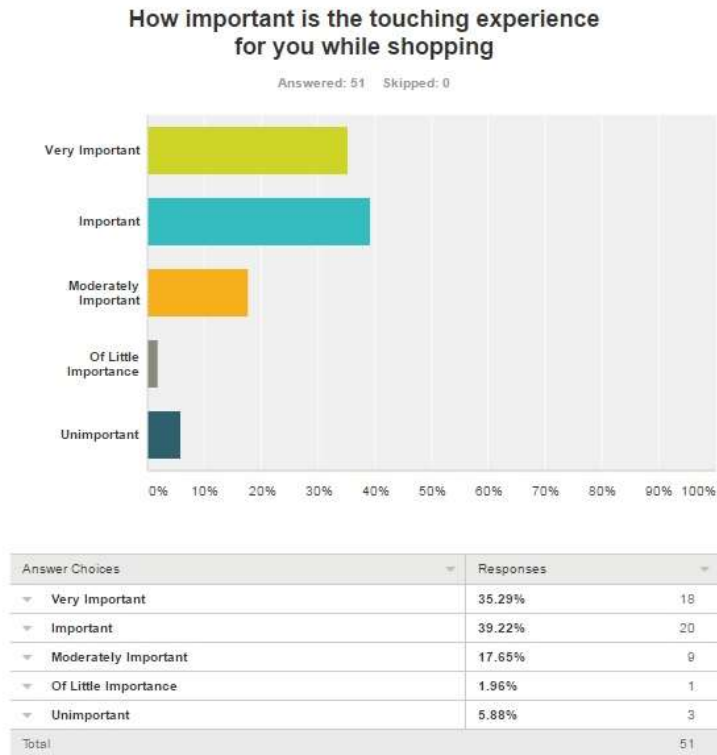


Figure 5 Question Five

- How do you like the product display and showroom format at IKEA

Figure 7 shows that 98 % of participant agreed that the product display at the showroom is average and above if a factor the leads to the successfulness of designing the products at the eye-level (Aghazadeh, 2005)

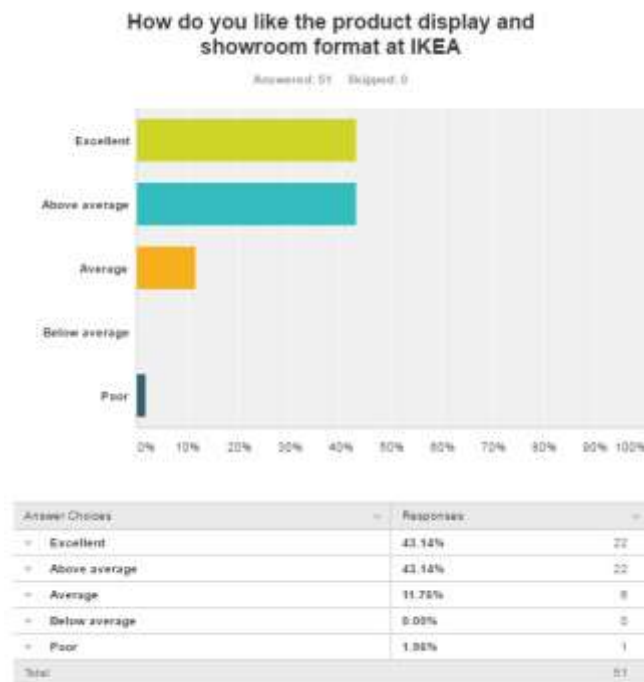


Figure 6 Question Six

- How responsive have IKEA representatives been to your questions or concerns about a product in IKEA showrooms

Figure 8, self-service is part of IKEA strategy, and the price tag that has all the information needed to it, the author has doubt about the matching culture between Saudi Arabia and IKEA's culture, and the result identified that 36% of participants are not happy about the employees response within IKEA's showrooms, this is a huge number of unhappy consumers who could be lost, IKEA has to have a balance between consumers expectations within Saudi Market and delivered service within the showrooms (Vargo and Lusch, 2008)

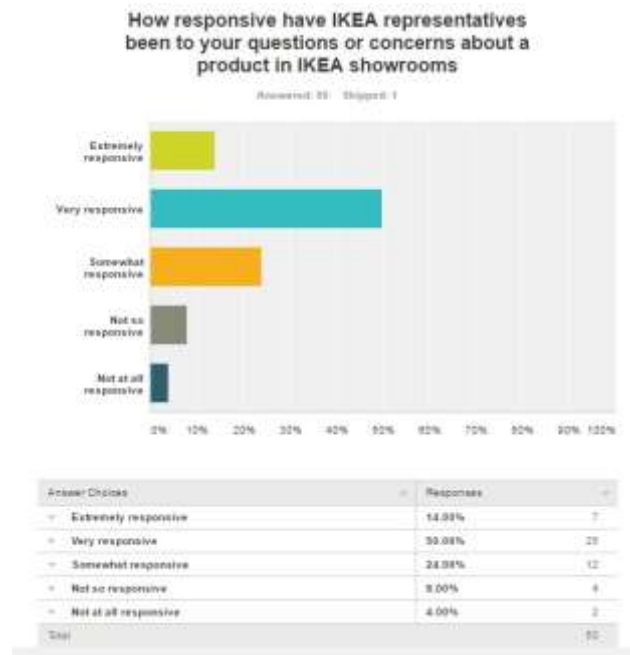


Figure 7 Question Seven

- How the product display in IKEA showrooms reminds you of something you need, or help you to remember products that you forgot or might need it in the future

As part of the environmental structure for IKEA, the author decide to go with this question to measure the success or fail for IKEA to target the long-term memory for the consumers, and how the product display would influence the consumers and bring more sales, as shown in figure 8, 92% of the participant found that the product display would reminder them and influence them to buy (Solomon, 2015)

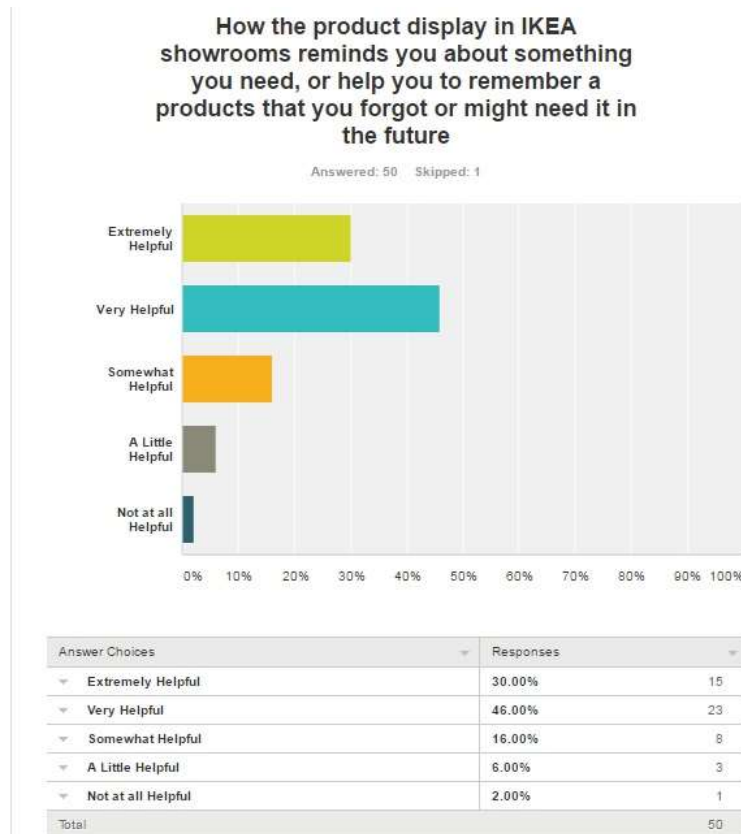


Figure 8 Question Eight

- How efficient is the parking space availability at IKEA

As part of matching the Saudi culture, the parking space is very important; as the county has no public transportations, and all people have this vehicle, 62% of the participant found that the parking space within IKEA showrooms is not sufficient as shown in figure 10, which indicates that IKEA has to develop this factor as part of its expansion plan in Saudi Arabia to meet the local culture.

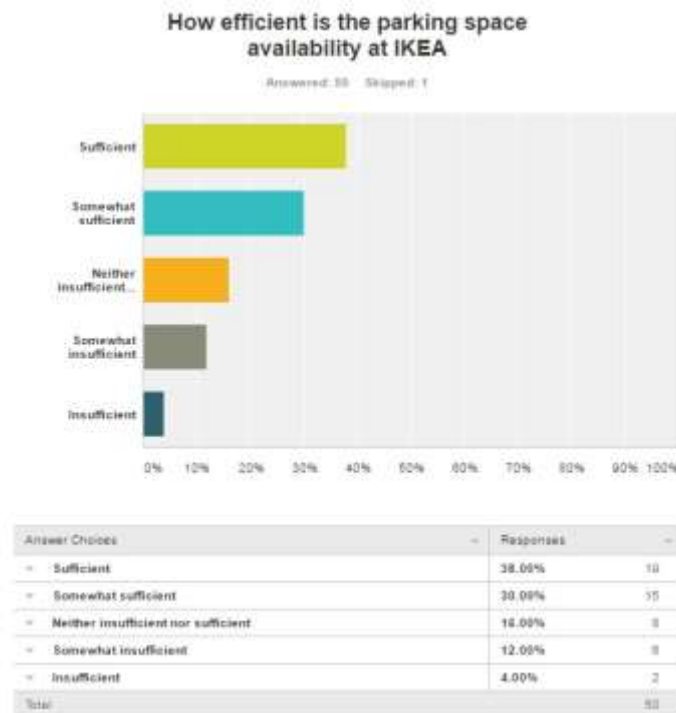
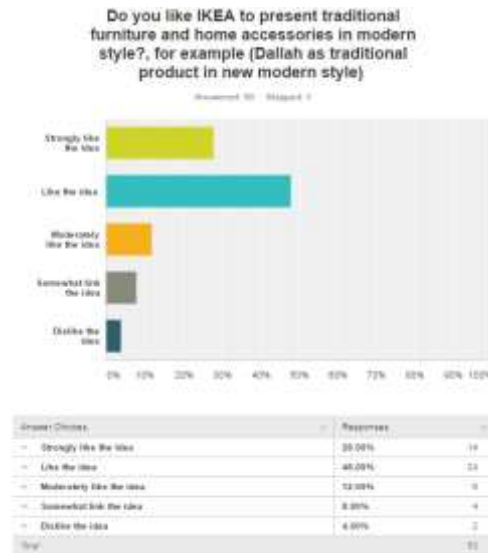


Figure 9 Question Nine

- Do you like IKEA to present traditional furniture and home accessories in modern style?, for example (Dallah as traditional product in new modern style)

This question raised by the author as part of product development to match the local culture, and the Dallah is very common tool you can find it in any house in Saudi Arabia as part of the local culture, and the results shown in figure 11 that only 2% of participant dislike the IDEA of having traditional products into new modern style one, while 98% shown interest in having such a sample.

**Figure 10 Question Ten**

3: Conclusions of the Study and Recommendations for IKEA:

3.1 Conclusion of the study:

IKEA continues its global cutting cost strategy in Saudi Arabia, the company also trying to meet the local culture by making seasonal products. However, this doesn't fulfil the consumers' needs, as the results of the questionnaire show need of developing traditional products in a modern way.

The company doing its best to keep the consumers as long as possible in the showrooms (Spence, et al., 2014), by opening IKEA's restaurant which has the mix between local and Swedish dishes.

IKEA's changing the stores' flow each quarter and develop a new area of focus as part of its strategy to deliver a new experience for the consumers in each time they visit the store.

There is still an issue that IKEA is facing in Saudi Arabia, the company's NPS score from the questionnaire was seven which indicate a need for IKEA's team to develop and study why this score occur that refers to the lack of trust to recommend the company to friend of a family member (Shaw, 2007).

The quality of the products, and the satisfaction of previous sales experience with IKEA are the highest influencers for the consumers to buy again from IKEA, while the family influence had the third place in Saudi Arabia as factor of influencing the consumers, which indicates the importance of keeping the quality as high as possible so the company can guarantee a return from the consumer.

The interior design for IKEA's showroom has a great impact on the consumers' decision to shop at IKEA, as the results from the study shown a high satisfaction rate about the internal design, layout and environment, which indicates a high level design of store atmosphere that works to influence the consumers decisions (Hultén, 2012).

The wide range of product category for IKEA aims to reflect a high level of consumers' satisfaction about the company's portfolio of products.

The study also indicates that the POP display strategies within the showrooms of IKEA have a high level of influencing the consumers to a product and attract them (Demangeot and Broderick, 2010)

The importance of touching for consumers to IKEA products and how this sense affect their perception and influence them to a product was vital in the study (Peck and Childers, 2003)

The study indicates a lack of understanding the local culture regarding supporting the consumers' within the showroom, as noticed that 36% of the consumers' annoyed by IKEA's representatives' feedback to their queries

The product packaging in IKEA show an effective way of exposing the consumer to the products with the environment (Triantos et al., 2016)

The overall study shown a high-level of customer relationship management and many factors that the company doing to influence the consumers and deliver the best sales experience, maintain the product cost and quality, meet the local culture, and communicating with the consumers to make interactive relationship and build a long term relationship with the consumers to make them loyal to the brand.

However, the company has to develop certain factors regarding local culture, internal communication with the customers in the showroom, and other factors will be discussed in the recommendation section.

3.2 Recommendations for IKEA:

The company would invest in the online marketing strategies in social media such as Facebook and Twitter they are the most common social networks in Saudi Arabia, and as (Mcit.gov.sa, 2016) there is 55 million internet user in Saudi Arabia as of quarter one 2016, the social marketing campaign is lower in the cost and more effective in terms of distributing the message and reach wider range of customers (Chang, Lu, Yu, 2015), so it would be a good idea for IKEA to consider the online marketing and social media marketing in as part of its marketing strategies.

IKEA has to develop its customer relationship management system. The company's referrals as the study are lower than expected, as this could be a part of the marketing strategy, where the company brings benefit for the society and for itself (Yüksel and Idowu, 2013), which could reflect on the trust between the company and the consumers'.

The company should educate its customers about the Pricing label information, and develop the in-store representative's response, by this way, the company can avoid any misunderstanding between the consumers and representatives.

The self-services at IKEA is not fit with the local culture for Saudi Arabia, the culture of Saudi Arabia depends on asking the in-store representatives about the product information, ask for help to collect the products, and this reflected on the consumers' feedback about the collaboration of IKEA team inside the store, the author suggest that IKEA should work in parallel with their team to show more support, and with the consumers to educate them about the self-services and how they can manage their shopping experience at IKEA (Vargo and Lusch, 2008).

IKEA should consider the parking spaces in its expansion plans, it could develop a second and third floor parking facilities for customers instead of the ground floor only, especially in Saudi Arabia, as the weather in summer between 40-55 Celsius (104-131 Fahrenheit), so the outdoor parking would be annoying for some customers and this shown in the survey result as 61% found the parking space insufficient.

With 98 percent of the attendees for the survey conducted willingness for traditional furniture into new modern style furniture with the example from Dallah, the local Arabia coffee maker, IKEA should take advantage of meeting the local culture and develop some of the local furniture into new modern style.

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