

INTER IKEA SYSTEMS B.V.

Picking with Delivery: A Study of an IKEA Service

Research Report

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Executive Summary

IKEA stores around the world are part of the IKEA franchise, the franchisor of which is called Inter IKEA Systems B.V. All IKEA stores need to fulfill mandatory requirements set up by Inter IKEA Systems B.V., such as which services to offer customers, one of these mandatory services is the picking with delivery service. This service allows the customers to have their IKEA products collected and delivered for them in exchange for a fee. The goal of this research was to try and establish how successful the IKEA picking with delivery service is. This was done by looking at the customer satisfaction of the service as well as how much the service contributes to IKEA stores revenue.

Furthermore, the research strove to conclude how many customers IKEA can gain by offering this service. By proving the successfulness of the service, the hope was to encourage franchisees who were struggling with implementation to give it a higher priority. Additionally, this research concludes in a recommendation as to how to improve the service.

The research was conducted for the IKEA Delft store and took relevant data for this store in mind. For primary data, two questionnaires were created for the research as well as a short competitor monitoring. The secondary data included information from previously conducted surveys as well as IKEA databases which were used to give base to the conclusions made in this report. Among this data could be found that the customer base for the picking with delivery service is quite low, only about 0.5% of all customers end up using the service weekly. However, the customers who use this service are responsible for 8% of the total sales at the IKEA Delft store. In order to keep these valuable customers, IKEA is advised to look over the customer satisfaction of the service.

The conclusion of this report led into three main recommendations. Firstly, the awareness of this service is reasonable but, if this awareness is improved, the amount of customers of the service may increase. Secondly, the research showed that many people do not perceive this to be a low priced service. This goes against the goal of the IKEA Brand position which aims for the company to be seen as having low priced offers, it is thus advised for IKEA to look over possible solutions for this perception. Finally, IKEA was advised to focus more on who the customers of this service are. This should be done in order to optimize the marketing of the service for the most relevant market segment. If IKEA takes all of these recommendations to heart they could improve an already well-functioning service which in turn could lead to higher customer satisfaction and ultimately retention.

Glossary

Average Check

The average check is calculated by looking at the total value of the receipts and dividing it by how many separate ones there were. The average will then be taken daily, weekly, monthly or per business year. This is done to see how much a customer spends on average at IKEA.

BAS Services

These are the four services: home delivery, picking with delivery, assembly and kitchen installation. All IKEA stores are required to offer these services for their customers.

Check-out

This is what IKEA calls its registers. These are, as in most traditional stores, located at the exit of the store. All visitors are expected to go through them to reach the exit.

Customers

Any person who has made a purchase in an IKEA store.

IKEA Concept

This is the idea behind IKEA. This is “founded on a low-price offer in home furnishings (IKEA¹, 2012).” More information can be found in section 3.2.

Inter IKEA Systems B.V.

In 1983 Inter IKEA Systems B.V. was established (IKEA, *About Inter IKEA Systems*). Inter IKEA Systems is the world-wide franchisor of the IKEA Concept.

The IKEA Concept Centre is the base for Inter IKEA Systems and it is located in Delft, the Netherlands. The IKEA Concept Centre is also a training center for franchisees. IKEA franchisees are more commonly known as IKEA retailers.

The IKEA Brand is owned by Inter IKEA Systems B.V., thus also the IKEA logo and word mark.

¹ Short for Inter IKEA Systems B.V. this is used for all references in this report

IKEA Netherlands

The retailer for the IKEA Concept in the Netherlands. IKEA Netherlands is responsible for all stores in the Netherlands with the exception of the IKEA Delft store. The headquarters for IKEA Netherlands is called the Service Centre and is located in Amsterdam.

IKEA retailer

This is the internal name for IKEA franchisees.

Markethall

The markethall is the place within an IKEA store where home accessories are being sold. Home accessories are the smaller products. For example, lamps, candles, pillows, pillowcases, cutlery, glasses etc. The departments within the markethall are:

- Cooking & Eating
- Bed textiles
- Home textiles
- Lighting
- Home organization
- Bathrooms
- Home decoration

The markethall is usually located on the bottom floor after the showroom before the self-serve (see below).

Order

An order is what IKEA co-workers call when a customer has asked to have certain products collected for them. These products will be put on this service or sales order and then be paid at the check-outs.

An order could also be made for a product which cannot be found in the self-serve. The reason for this is often that the product is too large for the customers to collect themselves. These items include, for example, fridges and certain couches.

An order made for these products will be paid at the check-outs. The product can then be collected at a desk located next to the transport desk near the exits.

Picking with Delivery

One of the four BAS-services. This service involves having IKEA products collected and delivered for the customer. More information can be found in section 4.3.

Visitors

Any person who visits an IKEA store.

Sales Desk

The sales desks are located in the Showroom of an IKEA store. These can also be called information desks.

This is where a customer can come to get information about certain products, order services and/or products.

Self-Serve

The self-serve is the name for the warehouse inside an IKEA store. It is called the self-serve because the customer is expected to collect the products in the warehouse themselves rather than having the products brought to them. They serve themselves.

The self-serve is the last department visitors come across.

Service

Services within IKEA refer to the extra options offered to customers, generally in exchange for a fee. This includes, but is not limited to, the BAS-services (see above).

Showroom

The showroom is the place where IKEA shows examples of decorated rooms, called room settings. Generally the showroom is located on the upper floor(s) of an IKEA store. The departments generally associated with the showroom are the following:

- Living room (storage and seating)
- Dining
- Kitchen
- Bedrooms
- Wardrobes
- Office spaces
- Children's IKEA

In the showroom the larger pieces of furniture can be found which serve as examples for how the furniture looks when built up. Furniture such as couches, arm chairs and beds can be tried out at this location.

Transport Desk

This desk is located after the check-outs but still inside the store. This is the place where customers who wish to have their products delivered will bring their products. Until recently this was also the place where picking with delivery customers went to fix a date and pay for their delivery (see more in section 4.3).

Table of Contents

| | |
|--|----|
| Executive Summary..... | i |
| Glossary..... | ii |
| Chapter 1: Introduction | 1 |
| Chapter 2: Theoretical Background..... | 4 |
| Chapter 3: Company Description..... | 7 |
| Chapter 4: Four BAS-Services..... | 10 |
| Chapter 5: Research Used..... | 14 |
| Chapter 6: Results | 19 |
| Chapter 7: Analysis/Discussion | 23 |
| Chapter 8: Recommendations..... | 28 |
| List of references | 29 |
| Appendix I: Results of Questionnaires..... | 31 |
| Appendix II: Interview Transcripts | 39 |
| Appendix III: Questionnaires | 42 |
| Appendix IV: Customer Data | 45 |
| Appendix V: Competitor Monitoring | 46 |

Chapter 1: Introduction

1.1 Problem statement

An IKEA store may have thousands of visitors each day, all visitors are potential customers. A visitor becomes a customer once they have made a purchase within the IKEA store. Hindrance of purchase can have different underlying reasons, for example, a customer may be unwilling to buy a larger product if they do not have a mode of transport easily available. In this case, the availability of the service home delivery might be the solution. Finding different solutions for each visitor's needs could convert them into customers which in turn could create higher revenue.

Each IKEA store needs to offer the four services: home delivery, picking with delivery, assembly and kitchen installation. These services are called the BAS services of IKEA (see chapter 4). Even though these services are mandatory the IKEA franchisor has encountered difficulties in encouraging new IKEA franchisees to fully implement these services in the past. One reason for this could be the unclear advantage on revenue by these services. To this end, research has been conducted into how much a store may gain by offering the service picking with delivery.

The goal of this research was to understand and establish the successfulness of the IKEA picking with delivery service. To try and establish this research was done into customers' perception of the importance of the IKEA picking with delivery service and how many more customers the IKEA Delft store could gain by offering this service. In order to answer this, research was conducted into the general satisfaction of this service. Moreover, the research also strove to answer whether IKEA customers perceive that they buy more due to the picking part of the service. This allowed insight into the success of the separate parts of the picking with delivery service. Finally, this research sought to establish what extra need for services exist among local customers. Understanding and acting on this need could help to increase customer satisfaction in the future.

1.2 Research Questions

The main research question for this report was:

How do customers perceive the picking with delivery service and how many customers can IKEA gain by offering this service?

In order to answer this research question, as well as establish how important this service is, the following sub-questions were formulated:

- How can IKEA retailers use the IKEA service picking with delivery to improve their customer satisfaction as well as turnover?
- Approximately, what is the additional turnover generated by the IKEA service picking with delivery?
- How could the IKEA stores use this service to create more revenue?
- Who are the customers of the IKEA services in the local market of the IKEA Delft store?
- What are the demographics of the customers making use of these services?
- What is the need of local customers for other services?
- How high is the customer satisfaction for IKEA services?
- How likely is it that these customers will return?

1.3 Limitations

The customer base that needed to be reached for this research was very small, only the picking with delivery customers were relevant to a large part of this research. Reaching these customers turned out to be one of the largest limitations to this research.

Customer information, such as names, addresses and telephone numbers were available, however, due to privacy conflicts this information could not to be used. Additionally, there is a running questionnaire on this service which regularly contacts customers who have used this service. In order to avoid overlaps with this survey, this research only reached customers of the IKEA Delft store. This thus cannot be seen as an exhaustive research project usable for each international market.

Furthermore, a large portion of the information available is confidential to external parties. Therefore certain relevant information has had to be edited out in order to be released to external parties, this applies most relevantly to section 6.5.

1.4 Methodology

The research presented in this report is based on both primary and secondary data. The main primary data includes two questionnaires which were created and conducted specifically for this research. Furthermore, a couple of interviews were held with respondents to one of the questionnaires. Additionally, secondary was collected from a number of different sources, which include previously conducted surveys and information from databases available to IKEA co-workers.

Moreover, the main background information of the company was collected from manuals available internally. The information found in these manuals includes history of the company, business concept and the vision of the company. The manuals are written by and for IKEA co-workers and give a good idea into the company culture.

1.5 Outline of the Report

There are eight chapters in this report starting with the introduction. The report then continues on with chapter 2 that gives a general theoretical background, this chapter attempts to give a good theoretical framework for the rest of this research report. The third chapter gives a company description of IKEA as well as an explanation of the IKEA Concept, this chapter also explains how shopping at IKEA works. Chapter 4 then continues to explain the four BAS services of IKEA (see glossary) as well as describe the two services home delivery and picking with delivery in more detail. Chapter 5 describes the sources used for the primary and the secondary data of the research. Chapter 6 then continues by giving the results of the research. Chapter 7 analyses and discusses the results from chapter 6 and gives a conclusion where the research questions from section 1.2 are answered. Chapter 8 is a short list of recommendations which serve as a final conclusion to the research report. Finally, additional information, such as transcripts and the results of the questionnaires, can be found in the appendices at the end of the report.

Chapter 2: Theoretical Background

2.1 Customer Satisfaction

There are many different factors affecting the buying decision of customers. According to Armstrong & Kotler these factors include, but are not limited to, “cultural, social, personal, and psychological characteristics (Armstrong & Kotler, 2011, p. 165)”, all of these characteristics in turn can be divided into sub-categories. These characteristics may guide which products consumers will be drawn towards or which stores they ultimately will decide to visit. Further, Armstrong & Kotler (2011) explain that there is a process involved in the buying decision-making of the consumer. This involves firstly, recognizing a specific need of the consumer. Secondly, the consumer could start searching for information of products or services that could satisfy this need. Thirdly, they may evaluate the different alternatives available. Fourthly, the consumer will make the ultimate decision for the product they wish to purchase. Finally, the post-purchase behavior, this involves the satisfaction of the product or service the consumer has bought. It also includes how this product or service lived up to the expectations of the consumer. Brath & Hedengran (2011) similarly explain that, within a retail environment, a customer’s shopping experience is further shaped by store layout, the interaction with personnel and the product selection process. The experience interacting with these can in turn be influenced by either situational or personal variables. Situational variables may refer to how busy the store is; the attractiveness of the products or anything else external that may influence a customer’s purchasing decision. Meanwhile, personal variables are related to characteristics that can shape the buying behavior of that customer.

Even though all steps during this process are of great importance from a marketing perspective, the last step could arguably the most important for consumer retention. According to Armstrong & Kotler (2011) if the consumer expectation of the purchased product or service was greater than he/she perceived the reality, then the consumer will be dissatisfied. Armstrong & Kotler continue to explain that a dissatisfied customer may go on to spread bad word of mouth. This bad word of mouth can travel fast and could damage a customer’s perception of a company or brand. Improving the post-purchase behavior could thus benefit the company in the long run. Improving this behavior could for example be done through the offering of services.

According to Armstrong & Kotler a service is “an activity, benefit, or satisfaction offered for sale that is essentially intangible and does not result in the ownership of anything (2011, p. 237)”. For IKEA this could thus mean its home delivery service, where the company offers to bring the customer’s products to their home in exchange for a fee.

This could also mean its exchange and return service where a customer can bring back their products if they are dissatisfied with them. Having the latter option available to dissatisfied customers could improve a bad post-purchase experience.

Customer satisfaction thus seems to be very important for customer retention. According to Gustafsson et al. (2005) many marketing scholars have stressed the connection between customer satisfaction and customer loyalty. They claim that loyalty can be seen as almost synonymous with customer retention. Furthermore, in their study they find that customer satisfaction is a driver for customer retention. Customer satisfaction according to Gustafsson et al. is defined as how a customer currently perceives the overall performance of an offer. If the overall satisfaction is good then this will have a positive influence over the customer loyalty to the company or brand in question. The authors of this article continue by explaining that the overall satisfaction may include perceptions of the quality of products/services and price. However, as Gustafsson et al. also recognize, the precise relationship between customer satisfaction and customer retention may vary depending on the customer characteristics.

Brath & Hedengran (2011) share comparable thoughts on customer satisfaction and loyalty in their master's thesis. Here they summarize the idea of Otieno et al. (2005) which claims that there are three categories relating to customer satisfaction within retail. First of all, customer satisfaction depends on the shopping system, this means, for example, whether or not the products are readily available to the customers at the moment of purchase. Second of all, the satisfaction of the buying system, the actual purchasing process as well as the selection of the products, also has an effect on the overall customer satisfaction. Finally, the post-purchase buying behavior is important to the overall satisfaction as well. Similar to Armstrong & Kotler's (2011) conclusion, Brath & Hedengran (2011) say that dissatisfaction within one of these three areas may lead to a loss of customer loyalty and ultimately sales.

2.2 The "IKEA Effect"

The IKEA way of shopping could be seen as different to many of its competitors. It expects a lot of its customers in terms of self-serve, which not many other stores necessarily do. This for example refers to the fact that a customer at an IKEA store is expected to collect and assemble their own products (see chapter 4 for more details). This lowers the price of the products as it cuts on labor, which in itself may prompt a sale. Furthermore, according to Norton et al. (2011), the self-serve itself may actually add value to customers.

Norton et al. (2011) talk of something they have named the "IKEA effect". They define this as people who put greater value into their own creations, thus, a customer may put

greater value in a desk which they have built themselves rather than one which was built by somebody else. This idea derives from a link between labor and love (Norton et al., 2011). Often, people do not necessarily enjoy their work though they find it to be very rewarding. Same can be said of building furniture, it may not be a favorite task though afterwards there may be a sense of accomplishment of having put together a desk, bed or bookcase. However, this “IKEA effect” may not add the same value for everyone, it is therefore important for companies such as IKEA to look into and improve their customer satisfaction on all levels in order to retain customers.

Chapter 3: Company Description

3.1 Background

Ingvar Kamprad is the name of the man behind the IKEA company and concept created in 1943 (IKEA, *IKEA Concept Description*, 2012). This entrepreneur started young already at the age of five he started by selling matches to his closest neighbors. Quickly, he noticed he could sell more efficiently if he took his bike to reach people further away, not soon after that that he realized matches bought in bulk are cheaper and can increase his profits.

His entrepreneurial spirit led him to start selling other items as well. From matches he continued on to greeting cards, flower seeds and pens (IKEA, *History*, n.d.). At the young age of 17 he created his own company with the name Ingvar Kamprad Elmtaryd Agunnaryd or IKEA for short. He created the name by putting together the first letters of his own name together with that of the farm where he grew up (Elmtaryd) and village (Agunnaryd) where the farm was located (IKEA, *IKEA Concept Description*, 2012).

Ingvar Kamprad started to sell and distribute cheap furniture in 1948 Ingvar Kamprad (IKEA, *IKEA Concept Description*, 2012). He however noticed a problem in reaching customers that lived further away. In order to reach them he started to distribute his goods via mail-order, this was done by bringing the products to a local train station which then would bring the products further to the customers.

As Ingvar Kamprad explains, in a letter to IKEA co-workers, it went quite fast from here (IKEA, *IKEA Concept Description*, 2012). In 1953 he saw the need and opportunity to create a furniture showroom. This he opened at Älmhult, a city close to the village where he grew up. In 1956 the idea of flat packs and self-assembly was born (IKEA, *History*). Finally, in 1958 the first IKEA store opened in Älmhult, the city which has become widely known amongst IKEA co-workers to be the birthplace of the IKEA company and concept.

In 1983 Inter IKEA Systems B.V. was established (IKEA, *About Inter IKEA*, n.d.). Inter IKEA Systems is the world-wide franchisor of the IKEA Concept and in charge of the trademark. The IKEA Concept Centre is the base for Inter IKEA Systems and it is located in Delft, the Netherlands. The IKEA Concept Centre is also a training center for franchisees, IKEA franchisees are more commonly known internally as IKEA retailers.

Today, there are 341 IKEA stores spread over 41 countries. Furthermore, there are another eight store openings in 2013, two of which are in new countries. Indeed, the numbers may already be outdated by the time this research report is finished.

3.2 IKEA Concept

The IKEA Concept is based on the IKEA vision which is the following:

"To create a better everyday life for the many people (IKEA, *IKEA Concept Description*, 2012)."

The many people here refer to 'as many people as possible'. Each person who has a home could be in search of smarter home furnishing solutions that could improve their everyday lives. In order to achieve this vision the IKEA business idea was developed, which is formulated as follows:

"To offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible can be able to afford them (IKEA, *IKEA Concept Description*, 2012)."

Looking at the theories explained by Armstrong & Kotler (2011), it could be argued that IKEA wishes to position itself as offering more for less. The key words in the IKEA business idea: low price, wide range and home furnishing, support this statement. IKEA thus strives to give its customers many different options for furniture at a low price. By taking this strategic marketing position IKEA aims to gain the largest market share and be the first choice for consumers (IKEA, *Marketing the IKEA Way*, 2012).

As a brand IKEA strives to further differentiate itself from its competitors. This is done most clearly through its promotion of its Swedish roots (IKEA, *IKEA Concept and Brand*, 2012). Furthermore, IKEA aims to be seen as a company with a good and clear corporate social responsibility.

3.3 The IKEA way

"Good design and function at a low price (IKEA, *IKEA Concept Description*, 2012, p. 10)".

This statement has been a key part of the IKEA Concept since the beginning and is still essential in the creation of the IKEA furniture. The IKEA Concept builds on offering the many people a wide assortment of products at a low price. IKEA products are packaged unassembled in what is called a flat-pack, essentially this is a product which has been packaged in such a way that the package it is as flat as possible. This way of packaging has several advantages. Firstly, this allows for more efficient transport of the products to the stores, more products can fit into one delivery and thus saves transport costs. Secondly, it is easier for a customer to bring the products home in their own cars. Finally, allowing the customers to take part of the transportation and assembly of the goods, IKEA can further cut the costs for the products ending up with a lower price.

On an average visit to an IKEA store, the customer is expected to independently go through their shopping experience. Ideally, this would mean that IKEA has their first contact with an IKEA co-worker at the check-out, either at the restaurant or the store. An ideal shopping experience follows three steps:

The first step can be seen as the informative stage, the preparation for the shopping trip. The IKEA customer has received the IKEA catalogue, he/she has perused said catalogue and become inspired as to how they can improve their home. Possibly the IKEA customer has also visited the website and planned out what he/she wants to buy. Perhaps he/she has even seen the special offers the chosen store has during the planned visit.

The second step is the actual selection and decision of the products in the store. The IKEA customer heads to their selected IKEA store, here they will head to the showroom where he/she will be inspired by the home furnishing solutions displayed in the many different room settings (Glossary: Showroom). The customer has a list where they can note down which larger furniture he/she is interested in to later pick up in the self-serve. Once the list is written they go down to the markethall where they walk through all the departments and pick up anything they become interested in. The customer then walks into the self-serve where they look at their list to see where the products are located. The customer can now simply follow their notes and start collecting their products from the self-serve. Finally they will proceed through the check-out and once they have paid they go back to their car, pack up their products and head home.

The final step of the shopping experience is the post-purchase behavior. Once at home the customer will open up the packages containing the newly acquired products and follow the assembly instructions to put them together. At the end of the day, the hope is that the customers will have had an enjoyable experience improving their own home.

However, not all customers may want to take part of the self-serve aspect of the IKEA shopping experience. Therefore, the IKEA Concept has made certain service products available (IKEA, *IKEA Concept Description*, 2012) which are complementary to the IKEA offer. The purpose of these service products is to serve those customers who "cannot or do not want to take part in all of the self-serve aspects of the IKEA Concept (IKEA, *IKEA Concept Description*, 2012, p. 106)".

Chapter 4: Four BAS-Services

4.1 Services Products

IKEA stores throughout the world need to always offer four service products (IKEA, 21 October 2011). These are:

- home delivery service
- picking with delivery
- assembly
- kitchen installation.

These four services are called BAS in IKEA jargon. This word is of Swedish origin and means 'base'. This will also be the word used to refer to these services in throughout the rest of this report. A slightly more detailed explanation of these services can be found below.

Complementary to the above mentioned service products, additional services may be offered depending on the needs of the local market. The local market may refer to either the national market or potential customers of specific IKEA stores, these services may thus differ per IKEA store or per country. These services could include the following (IKEA, 21 October 2011):

- van and trailer rental
- bathroom furniture installation
- furniture taxi
- floor laying service
- online shopping
- sewing service
- financing service
- SMS service.

For example, in the United Kingdom you can buy a roof rack; in Sweden you can have your curtains sewn for you; and in the Netherlands you can rent a trailer. This is not an exhaustive list as new services may be tailor-made to each new market.

Additionally, the service products at IKEA also need to follow the low price positioning of IKEA. All service products need to be offered at a reasonable price which can be paid by the many people (IKEA, *IKEA Concept Description*, 2012). Importantly, this price needs to be perceived as lower than similar services offered by competitors.

4.2 Home Delivery

For those customers who simply cannot or do not want to transport the products to their home, the home delivery service has been created. If the customer wishes to use this service, then he/she can go to the transport desk with his/her newly purchased products and ask to have them delivered. The products need to have been picked up and paid for before the home delivery service can be acquired. Because the products will need to have picked up and paid for, a customer can decide to use the home delivery service after having gone through the check-out.

The prices for this service are subject to change between countries and sometimes even from store to store. This could depend on the contracts made with external transport companies. In the Netherlands all stores except for IKEA Barendrecht use the same prices (IKEA, *Transportservice*, n.d.).

These prices are tied to the weight of the products and start at 29 EUR. If the weight exceeds 500 kg then the price will increase with 20 EUR for every 200 kg and the extra for each floor will be 11 EUR (IKEA, *Transportservice*, n.d.).

| Table 1 | | |
|------------|-----------|--------------|
| Weight | Transport | Extra floors |
| 0-50 kg | 29.- | 11.- |
| 50-100 kg | 39.- | 22.- |
| 100-300 kg | 59.- | 33.- |
| 300-500 kg | 79.- | 44.- |

As table 1 shows, an extra charge is taken for extra floors, this refers to if the products would be brought up to another floor of a building. The prices are per floor, thus a delivery under 50 kg will cost 29 EUR plus 11 EUR per floor. A customer living on the third floor would then pay 29 EUR plus 3x11 EUR which equals 62 EUR. A customer with a delivery above 50 kg would pay 39 EUR plus 22 EUR per extra floor and so on and so forth. IKEA does not deliver above the fifth floor unless there is a lift available (IKEA, *Transportservice*, n.d.).

The delivery will take place as soon as possible and a date several days ahead can generally not be set. The time of delivery depends on where the customer lives related to the location of the store. If a customer needs to delay the delivery they can pay 15 EUR for temporary storage (IKEA, *Transportservice*, n.d.).

4.3 Picking with Delivery

In combination with the traditional home delivery, a customer may also ask to have their products collected from the store (IKEA, *Verzamel- en transportservice*, n.d.). This service is called the picking with delivery service. This service has been created for people who cannot or do not want to collect their products from the self-serve.

This service is generally reserved for furniture (IKEA, *Transportservice*, n.d.). Products located in the markethall can usually not be put on the picking with delivery order. A customer wishing to use this service can contact an IKEA co-worker in the showroom or the self-serve warehouse. The picking is done by IKEA co-workers whilst the transport and possible assembly is carried out by an external company.

The procedure of the service changed during the writing of this research report. Up until week 19 the procedure generally went as follows:

A customer comes to the store either with or without the intention of using this service. He/she may inquire as to how to use this service at the entrance of the store, in which case they will be sent up to the showroom to a sales desk. At the sales desk the customer fills in a form with the products he/she wishes to have picked and delivered as well as their personal information. Here, the customer will also indicate whether or not they are interested in having their products assembled. The sales co-worker then prints out an order where the price of the picking service and the products is given. The customer then goes through the markethall to pick up the home accessories he/she still needs. After this they go to the check-out to pay for their order. This order is then brought, with the receipt, to the transport desk. At the transport desk, a transport co-worker makes a date for delivery with the customer. The customer then pays for the delivery service.

The customer thus pays twice for one service, the first is for the picking at the check-outs and the second is for the delivery at the transport desk. In week 19 IKEA Delft introduced a new order system meant to simplify the process of ordering this service. Now, the sales co-worker will be able to arrange the delivery for the customer as well. Thus, the customer will no longer need to go to the transport desk in order to pay for and fix a date for delivery.

As already established, there are two parts that make up the price of this service, the picking and the delivery.

The price of the picking is fixed at 25 EUR whilst the delivery price follows a similar structure as the normal home delivery service, seen more clearly in table 2 (IKEA, *Transportservice*, n.d.). In the IKEA Delft store, it is at the time of writing not possible to use the picking service without delivery. The lowest price for the service is thus 54 EUR.

| Table 2 | | |
|------------------|-------------|--------------|
| Order weight | First Floor | Extra floors |
| 0-50 kg | 54.- | 11.- |
| 50-100 kg | 64.- | 22.- |
| 100-300 kg | 84.- | 33.- |
| 300-500 kg | 104.- | 44.- |
| 500-700 kg | 124.- | 55.- |
| 700-900 kg | 144.- | 66.- |
| 900-1100 kg | 164.- | 77.- |
| Per 200 kg extra | 20 | +11.- |

4.4 Assembly & Kitchen Installation

Separate or in combination with the first two BAS services, customers can ask to have their products assembled. This way the customer would not have to put the products together on their own. Similarly, if a customer buys an IKEA kitchen he/she could have it fully installed by a professional.

These two services are also offered for an extra fee. The assembly costs 49 EUR plus 20% of the value of the goods being assembled (IKEA, *Meubelmontageservice*). Kitchen assembly is a bit more complicated to calculate. This depends on the type of items being assembled in the kitchen. For example, a cupboard will cost 56.94 EUR to assemble according to the kitchen assembly calculator found on the IKEA website (IKEA, *Keukenmontage*).

If either of these services is bought in combination with home delivery or picking with delivery IKEA will make sure that all services will be carried out on the same date. Thus, if someone has ordered a wardrobe to be picked and delivered as well as assembled, the people coming to deliver your wardrobe will also put it together. The same applies for a kitchen, however, depending on the size of the kitchen this may require several days to carry out.

Chapter 5: Research Used

5.1 Research

During this research project, primary data has been collected from a variety of different sources. Two questionnaires were created and conducted specifically for this research, the Picking with Delivery Questionnaire and the Needs of Services Questionnaire. Additionally, further primary data has been collected through short interviews with a few respondents of the Picking with Delivery Questionnaire. Finally, a short competitor monitoring of services has also been conducted.

Secondary data has been collected via previously conducted surveys and existing data. In this research report, data from three previous surveys has been used: IKEA Brand Capital, IKEA Customer Satisfaction Survey (ICSS) and a questionnaire by IKEA Netherlands. Finally, customer data has been collected from IKEA customer databases.

5.2 Picking with Delivery Questionnaire

This questionnaire was conducted within the IKEA Delft store and directed towards customers of the picking with delivery service. The questionnaires were handed out at the sales desk in the showroom and self-serve where customers can order the service. Later, when the customers were done with their shopping, the questionnaires were collected at the transport desk. This was carried out during a four week period.

This questionnaire was created with the purpose of gathering complementary information to the IKEA Netherlands questionnaire (see 5.5). Whilst the IKEA Netherlands questionnaire was a good indicator of the customer satisfaction of the service, it did not distinguish between the two different parts of the service. This questionnaire tried to make this distinction. This questionnaire thus asked customers whether they would use this service even if the picking part of the service was not offered, making a clear distinction from the delivery. By asking this question the goal was to see how important the picking was to the entire service.

Furthermore, this questionnaire aimed to see how much an IKEA store earns by offering this service. In order to find this out, the customers were asked if they perceived they spent more than they had planned because IKEA had offered them this service. This data could then be used together with the customer data (see 5.6) to see approximately how much IKEA earns.

5.3 Interviews

The last question of the Picking with Delivery Questionnaire was whether the respondents would be willing to participate in a more detailed interview. Twenty responded yes to this question and an e-mail with six questions was sent out to seventeen of these respondents. The questions asked were:

1. Were you satisfied with the service? (Why/Why not?)
2. Could you recommend any way in which IKEA could improve this service for you?
3. Would you prefer to shop online? (Why/why not?)
4. How do you feel about the price? (25 EUR for picking plus delivery costs)
5. Would you like IKEA to offer you any other kind of service? (If yes, which?)
6. Any other comments/complaints/suggestions

The goal of these interviews was to try and gather a bit more information on the customer satisfaction of the service. Further, by understanding what a customer has experienced, it would be easier to conclude which potential recommendations exist. Three of the seventeen asked responded.

5.4 Needs of Services Questionnaire

The Needs of Services Questionnaire was conducted with the goal of having a sort of brainstorming session with IKEA customers. The hopes were that if IKEA customers were asked about what service they would want to see at IKEA, some good ideas would be generated. Moreover, they were asked if they would be interested in using one or more out of five suggested services in the future. These services were:

1. 'Picking without Delivery', this would mean that the products would be gathered for the customer inside the store. The customers would then be expected to handle the transport of the products themselves.
2. 'Furniture Taxi', this service is a variation of the home delivery service of IKEA. The difference is that a taxi would pick up the customer together with his/her products. Thus, instead of simply having the products delivered the customer now also gets 'delivered'.
3. 'Installation of Bathroom Plumbing', this signifies installing IKEA sinks in the customers' bathroom.
4. 'Sewing service', having curtains custom sewn to the measurements that applies to the customer's home.
5. 'Removal and Recycling of Old Mattresses', this service suggests that old mattresses would be picked up from the customer's homes and would afterwards be recycled.

All of these services would be, like other IKEA services, offered for a price. The respondents were not aware of what this price would be. Looking back, this research would have been worked better as a focus group discussion.

5.5 Questionnaire IKEA Netherlands

IKEA Netherlands, the franchisee of the IKEA Concept in the Netherlands, has a running questionnaire on the picking with delivery service. This questionnaire continuously looks into the customer satisfaction of the service by asking, for example, the following questions:

- Why did you make use of [this] service?
- When you take everything into consideration how satisfied are you with this service?
- Was your order complete and delivered in a good condition?
- How did you find the price of this service?
- Would you have bought these products even if IKEA had not offered this service?

The results between 8 November 2011 and 5 June 2012 have been made available for this report and can be found in Appendix I.

5.6 Summary of Customer Data

For this research customer data has been collected from IKEA databases. Each IKEA store keeps databases that save the information of all service orders and all the receipts that have gone through the check-outs in one day. Furthermore, information regarding total sales of IKEA stores, how many visitors a week a store receives and the conversion rate of these visitors into customers, has been collected from the internal IKEA website called Connect. The results of this customer data is given in section 6.5.

The database collecting the receipts is updated daily and show which products have been scanned, the prices of these products plus the way of payment. An IKEA service is seen on a receipt as an order. For a picking with delivery order, the price of the service and the products on the order can be seen on the receipt, the same applies for an assembly order. However, the products on the order can be paid separately from the price of the service, it is thus not possible to accurately determine the total value of the order by simply looking at the receipts.

The database showing the service orders show the value of the goods as well as the price of the service, this thus shows the total value of the order. For this research data was collected from the 19th of November up until the 14th of April. Thus the data collected was before the introduction of the new system. This means that, because the

new system was not yet in place, the price of the service of the picking with delivery was always 25 EUR. Now, the price of the service may be higher as it includes the price of delivery.

For this research, the data from both databases was put together. This allowed for insight into how many picking with delivery services were made in one day and what the average value of the goods on the order was. Furthermore, by looking at the receipts it was possible to collect information about how much in total people who order the picking with delivery service buy for. It is then possible to see if a customer spent more than what was on the service order.

Additionally, more relevant information was available at the internal IKEA website called Connect. Here one can find information about the average check, or receipt value, per week for each store. Moreover, this website also shows how many visitors have come to each store each week and the conversion rate of these visitors into customers.

Due to the sensitive nature of this information, specific numbers are not given, instead, the numbers have been weighed against each other and been given as percentages. For example, the average check per standard customer is not given, nor the average check per picking with delivery customer. As an alternative, because the average check per standard customer is lower, it will be shown as a percentage of the picking with delivery check. Similarly, even though the total revenue per week per store is available for IKEA co-workers, it may not be given to external parties. Therefore, the total amount of the picking with delivery sales has been put together and given as a percentage of the total revenue. This gives an idea of how much IKEA earns by offering this service.

5.7 Brand Capital

In 2012 research was conducted into the Brand Capital of the IKEA Delft store. This research was conducted by an external company and summarized as a Managerial Report available within Inter IKEA Systems B.V. This report evaluates the IKEA Brand in terms of: awareness of the brand, both spontaneous and prompted; preference for the IKEA Brand, spontaneous and prompted; acceptance of doing your part; brand values etc. The respondents of this report were different people who were not necessarily customers of IKEA.

5.8 Competitor Monitoring

The above mentioned Brand Capital store report also showed the awareness and preference of the IKEA Brand compared to competitors. These mentioned competitors were then taken in order to make a basis for a quick competitor monitoring. This was done mainly by desk research. This competitor monitoring was done especially to see

what these competitors offered in terms of services. The services that were taken into consideration were home delivery, picking with delivery and assembly.

5.9 IKEA Customer Satisfaction Survey 2012

This survey is conducted each year for each IKEA store in a country. This particular report was written in 2012 and shows the results of the IKEA Delft store compared to the rest of the Netherlands. This survey examines the entire shopping experience of the customers. Furthermore, a small part of this survey looks into the customer satisfaction of the IKEA services. This survey showed that a total of 91 of the 980 respondents had used the picking with delivery service.

Chapter 6: Results

6.1 Picking with Delivery Questionnaire

The response rate of the Picking with Delivery Questionnaire was quite low. During the four week period that the questionnaire was conducted, a total of 104 questionnaires were filled in. A further six were handed out to customers making the total handed out questionnaires 110. The total orders made for the picking with delivery service at this time were 667, as a result the total response rate ended up at about 16%.

This questionnaire showed that most of the questionnaires were handed out at the wardrobes and bedrooms department. About 46% of all questionnaires came from these two departments. The second most popular department was the self-serve warehouse with about 22%.

The questionnaire also established the reasons why customers from IKEA Delft used this service. It showed that they most commonly used this service because they found that the products were too big or too heavy as well as the inability to fit the products into their car. Many also found that it was simply easier if IKEA collected the products for them. Furthermore, most IKEA customers had already planned on using this service before arriving at IKEA Delft.

Another part of the survey looked at the successfulness of the service. Here, it was found that about 60% of the respondents said that they would have bought the same products even if not offered this service. Moreover, 76% said that they did not believe they bought more because of this service.

The questionnaire also looked into the demographics of the customers. The highest number of respondents, 37%, was in the age category 35-49 whilst the second most common age category was 50-64 with 30%. About 16% of the respondents were 25-34, 14% 65-80 and finally 3% 15-24. Most respondents appear to be women with 61% above the men at 39%. Also as many as 45% of the respondents either live together or are married with children. Second comes living together/married without children with 29%, third single without children with 17% and finally single with children 6%. A high number of the customers work fulltime, 42%. It is also common to either work part-time, 24%, or to be retired/not work anymore 23%. A total of 94% of the customers asked are private persons. Six percent represent businesses.

6.2 Interviews

In three interviews with respondents' no. 16, 56 and 62 the question was asked if they were satisfied with the service and how they would improve the service. Firstly,

respondent no. 16 claimed to be quite unhappy with the service and did not wish to elaborate on the questions asked. Secondly, in contrast with respondent no. 16, respondent no. 56 seemed happy with the service, though she felt that it could be improved by allowing customers to choose a date of delivery ahead of time rather than as soon as possible. Moreover, she found the price to be reasonable. Finally, the answers of respondent no. 62 were much more detailed. He said that he was happy with the service, but that it was a bit of a hassle to create the order. He also found that it was a bit confusing as to where you order the service. Furthermore, he would really like IKEA to implement online shopping as soon as possible.

6.3 Needs of Services Questionnaire

In an open answer section of the questionnaire the respondents could say if they wanted that IKEA should offer them any other service. The answers to this section were spontaneous. In this section one person suggested that IKEA should offer a picking with delivery service, unaware that IKEA already offers this service. Furthermore, four people suggested that IKEA should offer an online shop, one of these four also wanted the possibility to order and reserve a product that is currently out of stock.

Additionally, this small questionnaire showed that 27% of the respondents would like to make use of the picking without delivery service, thus for IKEA to offer the picking separate from the delivery service.

6.4 Questionnaire IKEA Netherlands

This questionnaire looked into the most popular reasons for choosing the IKEA picking with delivery service. This questionnaire showed that 70% used it because the products were too heavy or too big. Furthermore, 46% said because it did not fit into their car and finally, 34% chose that it is simply easier if IKEA does it. The respondents could choose more than one answer in this section.

Additionally, the questionnaire looked into the customer satisfaction of the service. It shows that 81% of all respondents gave the total picking with delivery service experience a seven or higher on a 1-10 scale. Regarding the price of the service; 67% of the respondents found it to be just right, a total of 33% found that the price was too high. Furthermore, 46% responded that they would not have bought the products they did if IKEA had not offered the picking with delivery service

Moreover, the IKEA Netherlands questionnaire also looked into the demographics of the customers. It establishes that 92% of the respondents were private persons. The age categories are 36% 35-49, 33% 50-64, 16% 65-80, 14% 25-34 and finally 2% 15-24. Finally, the marital status of the customers are 34% living together/married without

children, 33% living together/married without children, 23% single without children and lastly, 7% single with children.

6.5 Summary of Customer Data

The specific numbers cannot be given in this section due to the risk of sensitive information.

The IKEA Delft store receives thousands of visitors weekly a certain amount of these visitors become customers. This amount is measured by a conversion rate. The average conversion rate of visitors into customers from week 47 in 2012 until week 15 2013 was 60%. This means that 60% of all people who walked into the IKEA Delft store bought something, making them a customer.



The amount of picking with delivery customers are generally a couple of hundred each

| Table 3 Total Averages Weeks 47 - 15 | |
|--|--------|
| % Average Check compared to Avg. Picking Check | 6.32% |
| Amount of Pickings as a % of total customers | 0.52% |
| % Picking of total sales | 8.16% |
| % Of visitors converted into customers | 59.71% |

week. Compared to the total amount of customers weekly this is only about 0.52%. This 0.52% of customers is responsible for about 8.16% of the total sales of the IKEA Delft store. Moreover, the average value of the receipt, or the average check of a picking with delivery customer is higher than the average

check of other customers. Indeed, the average customer spends about 6.32% of what a picking with delivery customer does.

Some picking with delivery customers buy extra products than what they have ordered. Extra products mean anything that is not included on the order. This could for example be bed textiles to complement the bed which is on the picking with delivery order. About 37.4% of the picking with delivery service customers had bought extra products. This means that 62.6% of all the customers chose not buy other products other than what they had ordered.

6.6 Brand Capital

This survey was very extensive and covered many topic, relevant to this research report is especially the heading "Acceptance of 'doing your part' (IKEA, *IKEA Brand Capital*)". This report shows that a total of 78% of the people asked said that they accept taking the IKEA products from the shelves, delivering them to their homes and putting them together themselves. Furthermore, 13% of the respondents prefer to take the products from the shelves themselves, 57% do not mind doing this, 19% are okay with it only if the deal is good enough and 8% find it completely unacceptable.

Furthermore, the awareness of the different IKEA services was also measured in this report. Here it shows that 62% of the respondents were aware of the picking with delivery service. This can be compared to the home delivery service which has 89% awareness.

6.7 Competitor Monitoring

In the competitor monitoring (Appendix V) it was found that the picking with delivery service is not offered by any other large competitor of the IKEA Delft store. Many of the larger competitors appear to have online stores, ordering from these online stores automatically means that the products will be picked for the customer for no extra charge.

6.8 IKEA Customer Satisfaction Index 2012

This survey found that 52% of the people who had used the picking with delivery service had done so because they "couldn't manage the items [they] wanted (IKEA, *ICSS*)". Further, this survey showed that 67% of the respondents were generally happy with their experience with the picking with delivery service. A total of 37% viewed the service as being low priced. In total 26% did not agree to this statement.

Chapter 7: Analysis/Discussion

7.1 Customer Perception

Several of the surveys used for this research hinted at the customer perception of the picking with delivery service, for example, the Picking with Delivery Questionnaire. According to the results of this questionnaire, 18% of the customers perceived that they had spent more than they had planned. This is however difficult to measure as it can never be truly possible to know precisely what products the customer had planned on buying before coming to the store. Furthermore, this questionnaire showed that 89% had planned on using this service before coming to IKEA, 8% did not plan on using the service before coming to the store. Additionally, none of this 8% perceived that they had spent more than planned, suggesting that these customers had at least planned ahead which products they wished to buy. However, this is contradicted by the fact that 57% of this 8% of the respondents claimed that they would not have bought these products had IKEA not offered the picking with delivery service. A total of 7.7%, of all respondents, neither planned on using the service nor would they have bought the products without the service. These sales could then perhaps have been prompted by the offering of the service however the customers did not perceive that they had spend any more than planned. This could mean that the customers had planned on buying another product for the same price though this unfortunately is not clear.

Furthermore, the IKEA Customer Satisfaction Survey shows more concrete perceptions of the service. According to this survey, 13% of the respondents perceived the service to be worse than expected, whilst 34% found the service to be much better than expected. The reasons behind these responses are unclear, though factors such as the wrong products being delivered or products not arriving on the date/time as agreed can play an important part in the perception of the service.

The perception of the price seems to be divided among the customers. According to ICSS, 26% claimed that they did not perceive the service as being low priced. Furthermore, 32.6% of the customers of the IKEA Netherlands survey found that the service was overpriced. In an open question section of the IKEA Netherlands survey the respondents were prompted to give a suggestion for a better pricing structure. Here, people suggest keeping a fixed price for transport rather than having it depend on the weight of the products. Moreover, a suggestion was to relate the price to the value of the goods on the order. Finally, the suggestion was given to keep a lower base price for picking.

7.2 Customer Satisfaction

The importance of the service to an IKEA stores' revenue can almost immediately be found by looking at the consumer data. This data shows that, weekly, an average of 0.5% of all customers use the picking with delivery service. This is quite low, however when comparing the total sales of the picking with delivery orders to the total sales of the store it is found that the picking with delivery orders represent about 8% of the sales. Comparably this is quite large. Furthermore, the average check of a picking with delivery customer is much higher than that of a standard customer. Indeed the average amount spent of a normal customer is only 6% of an average picking with delivery check.

Because of the comparably large part that this service plays in the total turnover of the IKEA Delft store, it can be argued that it is quite important for IKEA to consider the customer satisfaction of this service. The IKEA Customer Satisfaction Survey reports a total customer satisfaction of 74% whilst the IKEA Netherlands survey shows 82%, this is measured on a 1-10 scale where the customers have chosen a seven or higher. In total 7.3% of the IKEA Netherlands respondents and 7% of the ICSS chose a four or lower and can thus be seen as being dissatisfied with the service. If 7% are dissatisfied with the service and would not want to use the service again. This could be a loss of 0.57% of total revenue. This may seem insignificant but may increase if the amount of customers of the service would increase.

If IKEA can maintain a high customer satisfaction of this service then the customers who have made use of this service may use it again or recommend it to friends and family. Looking at the results from the IKEA Netherlands survey, it can be found that 6.9% of all respondents, who have used the service, had been recommended this service by friends or family. Furthermore, a total of 88% of the 943 respondents said that they would recommend it. However, it is not clear in this survey if these customers would use this service again. This can be found in ICSS. Here 84% of all respondents said that they would use this service again.

According to respondent no. 62, one thing that could be improved with the picking with delivery service is the communication and hassle related to ordering the service. He found it to be confusing as to where he needed to go to order the service. Furthermore, he ordered the service before the procedural change and found that it should be possible order the service and fix a date for delivery at the same place to avoid the hassle of having to go from one place to another to complete the order. This has, as mentioned in chapter 4, been changed.

Moreover, respondent no. 62 said that, even though he was very satisfied with the service, he would have preferred to shop online. He is not the only one, in the Needs for Services Questionnaire four people spontaneously suggested that IKEA should offer the possibility on online shopping. Similarly, in the IKEA Netherlands survey eleven unprompted answers could be found. Meanwhile, many of the larger IKEA competitors already offer the possibility of online shopping. These include for example: WoonExpress, Leen Bakker and Kwantum. Furthermore, no extra charge is taken for picking if a customer orders their products online from these stores.

7.4 Customer Demographics

The Picking with Delivery Questionnaire and the IKEA Netherlands survey both looked into the demographics of the picking with delivery customers. The respondents of both of these surveys appear to have

quite similar demographics as can be seen by table 4. The Picking with Delivery Questionnaire was a little more detailed picking with delivery customers, unfortunately, because this questionnaire has a much lower response rate than the IKEA Netherlands survey, the data cannot be as representative of the actual customer segment. Furthermore, not everyone who used this service fills in these types of questionnaires. Indeed for the Picking with Delivery questionnaire there was a 16% response rate. Similarly, a representative of the Service

| Table 4 | | |
|--------------------------------------|-------------------------|------------------|
| How old are you? | | |
| | 'Picking with Delivery' | IKEA Netherlands |
| 15-24 | 3% | 2% |
| 25-34 | 16% | 14% |
| 35-49 | 37% | 36% |
| 50-64 | 30% | 33% |
| 65-80 | 14% | 16% |
| What is your family status? | | |
| | 'Picking with Delivery' | IKEA Netherlands |
| Rather not say | 1% | |
| Single w/o children | 17% | 23% |
| Single w/ children | 6% | 7% |
| Living together/married w/o children | 29% | 34% |
| Living together w/ children | 45% | 33% |
| Other | 2% | 4% |

Office in Amsterdam, the headquarters of IKEA Netherlands, mentioned that it has been difficult to gain good results for their running survey as well. Keeping this in mind, the results cannot be seen as completely representative of the true customer segment. However, it can be seen as an example of the market.

7.5 Conclusion

In the introduction of this report, this main research question was given: How do customers perceive the picking with delivery service and how many customers can IKEA gain by offering this service? This research question can be answered by looking at the answers to the following sub-questions:

- How can IKEA retailers use the IKEA service picking with delivery to improve their customer satisfaction as well as turnover?
- Approximately, what is the additional turnover generated by the IKEA service picking with delivery?
- How could the IKEA stores use this service to create more revenue?
- Who are the customers of the IKEA services in the local market of the IKEA Delft store?
- What are the demographics of the customers making use of these services?
- What is the need of local customers for other services?
- How high is the customer satisfaction for IKEA services?
- How likely is it that these customers will return?

Firstly, the questions were raised as to how IKEA retailers, or franchisees, can use the picking with delivery service to improve their customer satisfaction and turnover. Additionally, this research wished to establish approximately how much IKEA earns by offering this service, the customer satisfaction of the service and how likely the customers were to return. Considering the customer satisfaction of this service is quite high, it could be argued that offering this service improves the general customer satisfaction for an IKEA store. As Armstrong & Kotler (2011), Gustafsson et al. (2005) and Brath & Hedengran (2011) all concluded, high customer satisfaction leads to customer retention. Meaning that the customer will be more likely to return and thus spend more. This is further proven by the fact that about 85%, of the customers participating in the surveys mentioned above, said that they would either use this service again or recommend it to friends and family. This research has also shown that customers using this service contribute about 8% of the total revenue weekly.

Secondly, this research aimed to find out who the customers of this service are and what their need is. From a marketing point of view, it would be important to know what the segment is for proper market targeting (Armstrong & Kotler, 2011). From a customer satisfaction point of view, by understanding who the customers are, IKEA could improve the shopping experience for these customers (Brath & Hedengran, 2011).

The research showed inconclusive results as to precisely who the customers of this service are however, as already reported in section 7.4, some conclusions if the

demographics has been made. The average customer appears to be female (61%), working either full-, or part-time and is married/living together with someone. As can be seen above this is either with or without children. Also, most customers appear to be in the age-group 35 to 49. The gender is not necessarily indicative of who the customer of the service is as much as who filled in the survey. Considering, about 70% of the respondents are married or live together, the couple could have ordered the service together.

The need of these customers can be found by looking at the reasons for choosing the service and the results of the Needs for Services Questionnaire. When looking at the reasons for why customers choose the service, it can be found that most customers used it because the products were too large or too heavy. Another popular reason was that the products did not fit in the car. Furthermore, as the IKEA Netherlands and the Picking with Delivery Questionnaire show, around 40% of the respondents would not have bought the products at IKEA if this service was not available. By offering this service, a need is thus being fulfilled which otherwise would have been left wanting. Furthermore, the small questionnaire researching the Needs for Services showed that about 33%, people asked, wanted the IKEA Delft store to offer a sewing service. In the unprompted section of this questionnaire, which has already been mentioned in section 7.2, the one common service, which was requested by several different people, was the online service. The same sentiment was shown in the IKEA Netherlands survey and in the interview held with respondent no. 62. However, the research conducted lacks the number of responses needed in order to fully evaluate the need for an online shopping service. Nevertheless, by looking at the information available, this appears to be the only service multiple people have spontaneously asked for.

Finally, to conclude and answer the main research question, customers appear to have a good perception the IKEA picking with delivery service. By this is meant that the customer satisfaction of the service is quite high, above 80%. It also appears as if about 87% of the customers who have used this service found it to either be the same or better than their expectations. Furthermore, the awareness of this service is about 60% (IKEA, *IKEA Brand Capital 2012*). This awareness could be improved which could theoretically lead to more customers of this service. As shown by the customer data the amount of orders compared to the amount of customers is quite low, yet, these few customers are responsible for 8% of the total revenue. Trying to gather more customers for this service would thus be beneficial to IKEA.

Chapter 8: Recommendations

So, as this research shows, the picking with delivery service is beneficial for IKEA in different ways. It satisfies a need for customers who cannot or do not want to collect their IKEA products themselves and it is responsible for a reasonable part of the total revenue. There are however a few things that IKEA could consider in order to improve this service.

Firstly, IKEA could consider a different price structure. Price seems to be the most common factor for customer dissatisfaction. The heavier the goods on the total order are, the less likely it will be that the customer would want to collect and transport the goods themselves. Therefore, it could be an idea to eliminate the weight factor in the price structure. This could perhaps be exchanged for a price depending on how far away the customer lives from the store. Or, the price could be set which depends on how many packages there are on the order.

Secondly, IKEA could try and improve the awareness of the service. There have been marketing efforts that promote the use of the service in combination with for example a wardrobe however the communication within the store in general could be improved. It appears as if it is not clear to the customer where to acquire this service. Having this information more readily available might simplify the process for the customer.

Thirdly, IKEA should consider a bit more thorough research into who the customers of the picking with delivery service are. By understanding more specifically who they are, the stores can improve their target marketing and the shopping experience of the customers. This could consequently improve the awareness of the service to the relevant market segment and as a result increase the amount of people who use this service.

Finally, there appears to be an interest in online shopping however this is something of which IKEA is already aware, IKEA Netherlands is currently busy with the implementation of online shopping. Therefore, a recommendation for implementation is not needed. However, IKEA should consider what they would like to do with the price of the picking with delivery service if the online service is implemented. If the picking with delivery service is more expensive than ordering online, then this may lead to customer dissatisfaction.

To conclude, the IKEA picking with delivery service is a proven successful service. It was smart of IKEA to have made this service mandatory however it could be improved in order to increase customer satisfaction. Furthermore, improving this service may ensure that it does not become obsolete when IKEA Netherlands implements online shopping.

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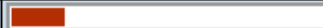
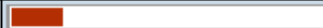











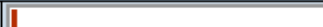
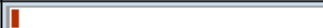








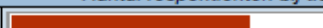

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Appendix I: Results of Questionnaires

IKEA Netherlands

| Onderzoeksresultaten - 05-06-2012 | | | |
|---|--|------|-----|
| Onderzoeksnaam | Verzamel- en transportservice | | |
| Selectie | alle vragen | | |
| Selectiedatum | 08/11/11 - 05/06/12 | | |
| 1. Waar heb je over de verzamel- en transportservice gehoord of gelezen? | | | |
| Meerdere antwoorden mogelijk. | | | |
| Meerdere antwoorden mogelijk | | | |
| Aantal respondenten bij deze vraag: 943 | | | |
| IKEA website |  | 37.9 | 357 |
| IKEA catalogus |  | 16.5 | 156 |
| Reclame op tv, radio of website (buiten www.ikea.nl) |  | 16.0 | 151 |
| Bezoek aan de winkel |  | 54.0 | 509 |
| Aanbeveling door vrienden, familie of kennissen |  | 6.9 | 65 |
| Eerder gebruik van gemaakt |  | 6.9 | 65 |
| Anders, namelijk... [Open antwoorden] (zie bijlage) |  | 1.2 | 11 |
| 2. Wat was de reden dat je gebruik hebt gemaakt van de verzamel- en transportservice? | | | |
| Meerdere antwoorden mogelijk. | | | |
| Meerdere antwoorden mogelijk | | | |
| Aantal respondenten bij deze vraag: 943 | | | |
| Ik beschik niet over een auto |  | 6.9 | 65 |
| Het paste niet in mijn auto |  | 46.0 | 434 |
| De artikelen waren te groot of te zwaar |  | 70.0 | 660 |
| Het is gewoon makkelijker als ik het niet zelf hoeft te doen, IKEA het voor me doet |  | 34.4 | 324 |
| Ik had geen tijd om de artikelen zelf bij elkaar te zoeken |  | 9.0 | 85 |
| Ik houd er niet van om zelf de artikelen bij elkaar te zoeken |  | 8.3 | 78 |
| Anders, namelijk... [Open antwoorden] (zie bijlage) |  | 7.8 | 74 |
| 3. Wanneer je alle aspecten van de verzamel- en transportservice in overweging neemt, hoe tevreden ben je dan met deze service? | | | |
| Je kunt antwoorden aan de hand van een 10-puntsschaal, waarbij 1 is volledig ontevreden en 10 is volledig tevreden. | | | |
| Aantal respondenten bij deze vraag: 943 | | | |
| 1 |  | 1.6 | 15 |
| 2 |  | 1.7 | 16 |
| 3 |  | 1.8 | 17 |
| 4 |  | 2.2 | 21 |
| 5 |  | 5.1 | 48 |
| 6 |  | 6.7 | 63 |
| 7 |  | 13.6 | 128 |
| 8 |  | 31.0 | 292 |
| 9 |  | 18.8 | 177 |
| 10 |  | 17.6 | 166 |
| 4. Is je bestelling compleet en in goede staat afgeleverd? | | | |
| Aantal respondenten bij deze vraag: 943 | | | |
| Ja >> 6 |  | 76.0 | 717 |
| Nee |  | 24.0 | 226 |

| | | | |
|---|--|-------|-----|
| 5. Wat was er niet goed aan de aflevering? Meerdere antwoorden mogelijk. Meerdere antwoorden mogelijk | | | |
| Aantal respondenten bij deze vraag: 226 | | | |
| Er ontbraken artikelen |  | 32.7 | 74 |
| De verpakking was beschadigd |  | 15.0 | 34 |
| Artikelen waren beschadigd |  | 38.9 | 88 |
| Onderdelen ontbraken |  | 17.3 | 39 |
| De verkeerde artikelen zijn geleverd |  | 16.8 | 38 |
| Anders, namelijk... [Open antwoorden] (zie bijlage) |  | 23.5 | 53 |
| 6. Wat vind je van de prijs van de verzamel- en transportservice? | | | |
| Aantal respondenten bij deze vraag: 943 | | | |
| Te laag |  | 0.5 | 5 |
| Precies goed >> 8 |  | 66.9 | 631 |
| Te hoog |  | 32.6 | 307 |
| 7. Wat had je een betere prijsopbouw gevonden? | | | |
| Aantal respondenten bij deze vraag: 271 | | | |
| Niet invullen [Open antwoorden] (zie bijlage) |  | 100.0 | 271 |
| 8. Had je deze artikelen ook gekocht wanneer IKEA haar verzamel- en transportservice niet zou aanbieden? | | | |
| Aantal respondenten bij deze vraag: 943 | | | |
| Ja >> 10 |  | 53.8 | 507 |
| Nee >> 9 |  | 46.2 | 436 |
| 9. Wat had je gedaan als IKEA deze service niet had aangeboden? Meerdere antwoorden mogelijk | | | |
| Aantal respondenten bij deze vraag: 436 | | | |
| Dan had ik deze artikelen niet bij IKEA gekocht |  | 39.0 | 170 |
| Dan had ik deze artikelen bij een andere winkel gekocht |  | 55.5 | 242 |
| Dan had ik andere artikelen gekocht |  | 6.2 | 27 |
| Dan had ik minder artikelen gekocht |  | 8.5 | 37 |
| Anders, namelijk... [Open antwoorden] (zie bijlage) |  | 8.7 | 38 |
| 10. Zou je op basis van deze ervaring de verzamel- en transportservice van IKEA aanbevelen aan vrienden, familie en/of kennissen? | | | |
| Aantal respondenten bij deze vraag: 943 | | | |
| Ja |  | 88.1 | 831 |
| Nee |  | 11.9 | 112 |
| 11. Heb je nog suggesties ter verbetering van de verzamel- en transportservice? | | | |
| Aantal respondenten bij deze vraag: 624 | | | |
| Niet invullen [Open antwoorden] (zie bijlage) |  | 100.0 | 624 |
| 12. Tot slot volgen hier nog enkele achtergrondvragen. Betrof het een aankoop voor particulier of zakelijk gebruik? | | | |
| Aantal respondenten bij deze vraag: 943 | | | |
| Particulier |  | 91.4 | 862 |
| Zakelijk >> 15 |  | 8.6 | 81 |
| 13. Wat is je leeftijd? | | | |
| Aantal respondenten bij deze vraag: 862 | | | |
| 15-24 jaar |  | 2.0 | 17 |
| 25-34 jaar |  | 14.0 | 121 |
| 35-49 jaar |  | 35.8 | 309 |
| 50-64 jaar |  | 32.6 | 281 |
| 65 -80 jaar |  | 15.5 | 134 |

| 14. Wat is je gezinssituatie? | | | |
|---|--|------|-----|
| Aantal respondenten bij deze vraag: 862 | | | |
| Alleenstaand zonder kinderen |  | 22.9 | 197 |
| Alleenstaand met kinderen |  | 6.5 | 56 |
| Samenwonend/ getrouwd zonder kinderen |  | 33.8 | 291 |
| Samenwonend/getrouwd met kinderen |  | 32.6 | 281 |
| Anders, namelijk... [Open antwoorden] (zie bijlage) |  | 4.3 | 37 |
| 15. Uit hoeveel medewerkers bestaat je onderneming? | | | |
| Aantal respondenten bij deze vraag: 81 | | | |
| 1 - 9 medewerkers |  | 44.4 | 36 |
| 10 - 19 medewerkers |  | 11.1 | 9 |
| 20 - 49 medewerkers |  | 19.8 | 16 |
| 50 - 99 medewerkers |  | 8.6 | 7 |
| 100- 199 medewerkers |  | 3.7 | 3 |
| 200 - 499 medewerkers |  | 3.7 | 3 |
| 500 medewerkers of meer |  | 8.6 | 7 |

Picking with Delivery Questionnaire

| Question 1 | | |
|--|----|-----|
| From which department did the questionnaire come? | | |
| HFB 1 (Living room seating) | 3 | 3% |
| HFB 2 (Living room storage) | 7 | 6% |
| HFB 3 (Office spaces) | 9 | 8% |
| HFB 4 (Bedrooms) | 10 | 9% |
| HFB 5 (Wardrobes) | 20 | 22% |
| HFB 4/5 (Not clear which of the two above) | 17 | 15% |
| HFB 7 (Kitchen) | 3 | 3% |
| HFB 8 (Dining) | 0 | 0% |
| Self-Serve | 1 | 22% |
| Last Chance Desk | 11 | 1% |
| Unknown | 12 | 11% |
| Question 2 | | |
| What is the reason you used the picking and delivery service? | | |
| I do not have a car available | 10 | 10% |
| It did not fit in my car | 40 | 38% |
| The products were too big or too heavy | 49 | 47% |
| It is simply easier if IKEA does it | 26 | 25% |
| I did not have time to collect the products myself | 6 | 6% |
| Other | 1 | 1% |
| Question 3 | | |
| Did you, before you came to IKEA, plan to use the picking with delivery service? | | |

| | | |
|--|----|-----|
| Yes | 93 | 89% |
| No | 8 | 8% |
| Not Answered | 3 | 3% |
| Question 4 Would you have bought the products had IKEA not offered the picking part? | | |
| Yes | 62 | 60% |
| No | 41 | 39% |
| Not Answered | 1 | 1% |
| Question 5 Did you buy more than planned because IKEA offered the picking and delivery service? | | |
| Yes | 18 | 17% |
| No | 79 | 76% |
| Not Answered | 7 | 7% |
| Question 6 How much more do you think you spent? | | |
| Not answered | 93 | 89% |
| Answered | 11 | 11% |
| Question 7 How old are you? | | |
| 15-24 | 3 | 3% |
| 25-34 | 17 | 16% |
| 35-49 | 38 | 37% |
| 50-64 | 31 | 30% |
| 65-80 | 15 | 14% |
| Question 8 What is your gender? | | |
| Male | 41 | 39% |
| Female | 63 | 61% |
| Question 9 What is your family status? | | |
| Rather not say | 1 | 1% |
| Single w/o children | 18 | 17% |
| Single w/ children | 6 | 6% |
| Living together/married w/o children | 30 | 29% |
| Living together w/ children | 47 | 45% |
| Other | 2 | 2% |
| Question 10 Do you work? | | |

| | | |
|---|----|-----|
| Fulltime | 44 | 42% |
| Part-time | 25 | 24% |
| Unemployed | 1 | 1% |
| Do not work anymore/retired | 24 | 23% |
| Stay at home parent | 3 | 3% |
| Internship/in training | 0 | 0% |
| Student | 1 | 1% |
| Other | 0 | 0% |
| Would rather not say | 6 | 6% |
| Question 11 Do you use this service as private or business? | | |
| Private | 98 | 94% |
| Business | 6 | 6% |
| Question 12 Would you like to participate in a more detailed interview? | | |
| Yes | 17 | 16% |
| No | 87 | 84% |

Needs for Services

| | | |
|--|----|-----|
| Question 1 Are you filling this questionnaire in as a private person or business representative? | | |
| Private | 90 | 98% |
| Business | 2 | 2% |
| Question 2 Have you ever made use of an IKEA service? | | |
| Yes | 43 | 47% |
| No | 49 | 53% |
| Question 3 If yes, which service have you used? | | |
| Home Delivery | 30 | 54% |
| Picking with Delivery | 11 | 20% |
| Kitchen installation | 2 | 4% |
| Floor installation | 1 | 2% |
| Assembly | 3 | 5% |
| Interior design help | 2 | 4% |
| IKEA Business | 1 | 2% |
| Transport bike | 0 | 0% |

| | | |
|---|----|-----|
| Trailer | 3 | 5% |
| COS-order | 1 | 2% |
| Other | 2 | 4% |
| Question 4* | | |
| Which extra services could IKEA offer you? | | |
| Answered | 32 | 35% |
| Not Answered | 60 | 65% |
| Question 5 | | |
| Would you personally make use of any of the following services? | | |
| Picking without Delivery | 25 | 16% |
| Furniture Taxi | 19 | 12% |
| Bathroom Plumbing | 27 | 17% |
| Sewing Service | 52 | 33% |
| Removal and recycling of old mattresses | 36 | 23% |
| Question 6 | | |
| How old are you? | | |
| 15-24 | 11 | 12% |
| 25-34 | 14 | 15% |
| 35-49 | 29 | 32% |
| 50-64 | 26 | 28% |
| 65-80 | 12 | 13% |
| Question 7 | | |
| What is your gender? | | |
| Male | 26 | 28% |
| Female | 66 | 72% |
| Question 8 | | |
| What is your family status? | | |
| Rather not say | 0 | 0% |
| Single w/o children | 16 | 17% |
| Single w/ children | 1 | 1% |
| Living together/married w/o children | 33 | 36% |
| Living together w/ children | 37 | 40% |
| Other | 5 | 5% |
| Question 9 | | |
| Do you work? | | |
| Fulltime | 33 | 36% |
| Part-time | 25 | 27% |

| | | |
|---|---|-----|
| Unemployed | 3 | 3% |
| Do not work anymore/retired | 21 | 23% |
| Stay at home parent | 2 | 2% |
| Internship/in training | 0 | 0% |
| Student | 6 | 7% |
| Other | 2 | 2% |
| Would rather not say | 0 | 0% |
| Question 10 | | |
| How many employees is your organization made up of? | | |
| 1-9 | 1 | 1% |
| 10-49 | 1 | 1% |
| 50-99 | 0 | 0% |
| 100-199 | 0 | 0% |
| 200-499 | 0 | 0% |
| 500 or more | 0 | 0% |
| Not applicable | 92 | 98% |
| *Answers to question 4 | | |
| 1 | "**Gratis meubelmontage *Meubels op maat *Kleine dingen zoals schroeven online bestellen *Familiepas voor fris of ijsje *Weghalen van oude meubels (Three girls brainstorming)" Comment | |
| 2 | One of the three girls | |
| 3 | One of the three girls | |
| 4 | "**eten in restaurant niet goed *medewerkers beter de winkel kennen" | |
| 5 | "**Garderobe voor jassen in de winkel (niet prettig om het in een kluisje te zetten) *Kleinere broodjes in het restaurant" | |
| 6 | Duidelijkere communicatie voor winkelwagens | |
| 7 | Transport naar het buitenland | |
| 8 | Gratis/goedkoper vervoer voor dichtbij wonende | |
| 9 | "**Graag toegankelijker maken voor rolstoel gebruikers, vooral scootmobielen (bijv. bredere gangen) *niet meer hoeven te betalen bij transport voor extra verdiepingen als er geen lift is | |

| | |
|----|--|
| | *recyclen/weghalen oude meubels" |
| 10 | *Scootmobiel toegankelijker maken |
| 11 | "*Vind dat het te rommelig in de winkel is tijdens verbouwingen, het liefst buiten openingstijden *Het liefst geen verplaatsingen van producted/afdelingen, creëert verwarring" |
| 12 | "*Suggested transport with picking, when informed it existed already they were unaware Suggestion: Better communication in English *More veggi options in the restaurant" |
| 13 | Internet bestellen en laten bezorgen |
| 14 | Transport |
| 15 | Online kopen |
| 16 | Online shopping |
| 17 | Betere service voor keukens, meer opties voor op maat bestellen |
| 18 | Postorder, mogelijkheid kleine dingen te laten verzamelen en bezorgen |
| 19 | Lucht handdroger in toilet ipv. beweegsensor handdroger |
| 20 | laadzone niet handig gedaan, betekent dat je twee mensen nodig heb -> misschien duidelijker informatie over andere opties, dat wil zeggen, dat je naar je auto gewoon kan lopen met de kar |
| 21 | montage van bijv. keukenkraan |
| 22 | Producten kunnen bestellen. Hierdoor zou bijv. producten die niet op voorraad zijn gereserveerd worden en als ze weer binnen zijn worden ze of opgehaald of getransporteerd. Mogelijk om dit te doen allebei online en in de winkel. |
| 23 | kleding verkopen |
| 24 | in de koopjeshoek de meubels laten demonteren door IKEA |
| 25 | Meer personeel, meestal erg druk |
| 26 | "Meer mogelijkheden om voor een betaalbare prijs de producten (grote bv. kasten) te vervoeren naar huis. Zodat je niet bij een aankoop telkens met een gorte vorvoer moet komer zo te denken aan vervoerbusjes. Misschien met korting zelfs voor ikea leden. Iets zoals de meubeltaxi. (Had het verhaal neergeschreven voordat ze de volgende bladzijde zag)" |
| 27 | Ben heel tevreden |
| 28 | lekkere massage na het shoppen |

Appendix II: Interview Transcripts

Respondent no. 16

Service was heel slecht. Werden van het kastje naar de muur gestuurd met onze bon en aangezien mijn man en ik invalide zijn was het een uitputtingslag in plaats van een service. En dat voor € 25

M.vr.gr

[respondent no. 16]

Respondent no. 56

(For English, please see below)

Geachte heer / mevrouw,

Een aantal weken geleden heeft u gebruik gemaakt van de IKEA Verzamel en Transport service. Vast geniet aan uw order was een vragenlijst die aan u ingevuld heeft. Op deze vragenlijst heeft u aangegeven dat u mee zou willen doen aan een meer uitgebreid interview over dit onderwerp. Daarom heb ik nu contact met u opgenomen .

Mijn naam is Anna Ljungman, ik ben een student en ben op dit moment bezig met mijn afstudeeropdracht BSc bij IKEA Delft. Voor deze opdracht zou ik het zeer waarderen als u extra informatie over uw ervaringen met de Verzamel en Transport service met mij kunt delen.

Kunt u antwoord geven op de volgende vragen, zo gedetailleerd mogelijk deze antwoorden naar mij terug mailen? De antwoorden zullen worden voorgelegd aan IKEA Delft management; uw antwoord zou dus een verschil kunnen maken.

Vragen:

Was u tevreden met de service? (Waarom / waarom niet?)

Ja, alles was prima in orde.

Kunt u een manier waarop IKEA deze service voor u zou kunnen verbeteren aanbevelen?

Dat je vooruit een datum kunt kiezen en niet perse een of twee dagen tevoren moet komen om te bestellen.

Zou u liever online winkelen? (Waarom wel / niet?)

Ja, daar heb ik geen moeite mee, maar soms wil je dingen even in het echt zien.

Hoe vindt u de prijs? (25 euro voor het verzamelen plus verzendkosten)

redelijk

Heeft u een suggestie van andere diensten die IKEA aan u zou kunnen bieden? (Zo ja, welke?)

nee

Eventuele andere opmerkingen / klachten / suggesties?

nee

Respondent no. 62

Goedenavond [Anna],

Zie hieronder in je mail de antwoorden op je vragen.

Veel succes met je onderzoek en afstuderen.

Groeten [respondent no. 62]

(For English, please see below)

Geachte heer / mevrouw,

Een aantal weken geleden heeft u gebruik gemaakt van de IKEA Verzamel en Transport service. Vast geniet aan uw order was een vragenlijst die aan u ingevuld heeft. Op deze vragenlijst heeft u aangegeven dat u mee zou willen doen aan een meer uitgebreid interview over dit onderwerp. Daarom heb ik nu contact met u opgenomen .

Mijn naam is Anna Ljungman, ik ben een student en ben op dit moment bezig met mijn afstudeeropdracht BSc bij IKEA Delft. Voor deze opdracht zou ik het zeer waarderen als u extra informatie over uw ervaringen met de Verzamel en Transport service met mij kunt delen.

Kunt u antwoord geven op de volgende vragen, zo gedetailleerd mogelijk deze antwoorden naar mij terug mailen? De antwoorden zullen worden voorgelegd aan IKEA Delft management; uw antwoord zou dus een verschil kunnen maken.

Vragen:

Was u tevreden met de service? (Waarom / waarom niet?)

Zeer tevreden met de service, het was alleen lastig om uit te vinden waar je zijn moest om de service te krijgen. Bij de kassa gaven ze aan dat je naar de informatiebalie moest, maar het bleek ergens anders te zijn.

Kunt u een manier waarop IKEA deze service voor u zou kunnen verbeteren aanbevelen?

Duidelijker aangeven waar je de verzamel-service kunt krijgen. Daarnaast is het omslachtig dat als je ook nog gebruik maakt van de afleverservice thuis dat je dan weer naar een ander loket moet. Volgorde is nu: verzamel-service formulier invullen, medewerker van Ikea maakt dan een bon. Daarmee ga je naar de kassa, je betaalt en

daarna ga je naar de afleverservice en vul je formulieren in en betaal je de aflevering. Dat moet efficiënter kunnen volgens mij. Ook is het onhandig dat je als je gebruik maakt van de verzamel-service je geen gebruik kunt maken van de selfservice kassa. Ik begreep wel dat daaraan wordt gewerkt.

Zou u liever online winkelen? (Waarom wel / niet?)

Ja, scheelt naar de winkel gaan als dat niet wilt. Wij zouden niet naar de winkel zijn gegaan als online winkelen mogelijk was geweest.

Hoe vindt u de prijs? (25 euro voor het verzamelen plus verzendkosten)

De prijs is prima. Wij kochten een kleding kast en bed en dat zijn toch nog wel een groot aantal aparte dozen die verzameld moeten worden

Heeft u een suggestie van andere diensten die IKEA aan u zou kunnen bieden? (Zo ja, welke?)

Montage service voor de aangekochte meubelen. Meestal is montage erg eenvoudig, maar soms heb je er geen tijd voor. Als je alleenstaand bent lukt het je soms niet om zelfstandig een meubel in elkaar te zetten.

Eventuele andere opmerkingen / klachten / suggesties?

Online kopen zsm invoeren. We verbaasden ons dat dit nog niet mogelijk was.

Appendix III: Questionnaires

Picking and Delivery

With this questionnaire we would like to find out who the customers of the picking and delivery service are. Moreover, we want to know how important the picking part of the service is for our customers.

If you have filled the questionnaire in completely (11-12 questions), you can hand it in at the **transport desk** (desks 1-3). This is where you will make your appointment for delivery. When you hand in the questionnaire you will be given a **voucher for a free ice-cream**.

1. Why did you use the picking and delivery service?

- ☐ I do not have a car available to me
- ☐ The products did not fit in my car
- ☐ The products were too big or too heavy
- ☐ It is simply easier if, I do not have to do it myself/IKEA does it for me
- ☐ I did not have time to collect the products myself

2. Did you, before you came to IKEA, plan to use the picking and delivery service?

- ☐ Yes ☐ No

The picking and delivery service consists out of two parts. The **picking** part means that your products will be collected for you from the warehouse. Then we deliver the products to your home.

3. Would you have bought these products if IKEA had not offered the picking part of the service?

- ☐ Yes ☐ No

4. Did you buy more products than planned because IKEA offered the picking part of the service?

- ☐ Yes ☐ No ☐ Don't know

5. How much more do you think you spent?

Finally, here follows some background questions.

6. How old are you?

- ☐ 15-24 ☐ 25-34 ☐ 35-49 ☐ 50-64 ☐ 65-80

7. What is your gender?

- ☐ Male ☐ Female

Please see next page



8. What is your family status?

- ☐ Single without children
- ☐ Single with children
- ☐ Living together/married without children
- ☐ Living together/married with children
- ☐ Other: _____

9. Do you work...?

- ☐ Fulltime
- ☐ Part-time
- ☐ Unemployed
- ☐ Do not work anymore / retired
- ☐ Stay at home parent
- ☐ Internship/in training
- ☐ Student
- ☐ Other: _____
- ☐ Would rather not say

10. Do you (usually) use this service as a private person or a business representative?

- ☐ Private person
- ☐ Business representative

11. Would you like to participate in a more detailed interview about the picking and delivery service?

- ☐ Yes
- ☐ No

12. If yes, how and when would it be easiest to contact you (telephone/e-mail)?

Telephone: _____ Time: _____

E-mail: _____

**Thank you for your participation,
do not forget to hand in the questionnaire and to collect your ice-
cream voucher!**

Needs for Services



1. Heeft u ooit gebruikt gemaakt van één van onze services?
- ☐ Ja (ga verder naar vraag 2) ☐ Nee (ga verder naar vraag 3)

2. Zo ja; van welke services heeft u gebruikt gemaakt?

- ☐ Transport
- ☐ Keukenmontage
- ☐ Vloerlegservice
- ☐ Meubelmontage
- ☐ Interieuradvies
- ☐ IKEA zakelijk (online shopping)
- ☐ Transportfiets
- ☐ Aanhangwagen

3. Gebruikt u onze services (meestal) als particuliere of als zakelijke klant?

- ☐ Particuliere (ga verder naar vraag 5) ☐ Zakelijke

4. Uit hoeveel medewerkers bestaat uw onderneming?

- ☐ 1-9 medewerkers
- ☐ 10-19
- ☐ 20-49
- ☐ 50-99
- ☐ 100-199
- ☐ 200-499
- ☐ 500 of meer

5. Heeft u suggesties voor nog andere services die IKEA kan aanbieden?

6. Zou u één van de volgende services van IKEA in de toekomst willen gebruiken?

- ☐ Verzamelen zonder transport
- ☐ Meubeltaxi: wij bezorgen u en uw product
- ☐ Installatie van badkamersanitair
- ☐ Naaiservice: gordijnen op maat laten maken
- ☐ Weghalen en recyclen van oude matrassen

7. Wat is uw leeftijd?

- ☐ 15-24 ☐ 25-34 ☐ 35-49 ☐ 50-64 ☐ 65-80

8. Bent u....?

- ☐ Man ☐ Vrouw

9. Wat is uw gezinssituatie?

- ☐ Alleenstaand zonder kinderen
- ☐ Alleenstaand met kinderen
- ☐ Samenwonend/getrouwd zonder kinderen
- ☐ Samenwonend/getrouwd met kinderen
- ☐ Anders, namelijk...

10. Werkt u....?

- ☐ Voltijd
- ☐ Part-time
- ☐ Werkloos
- ☐ Werk niet meer/ met pensioen
- ☐ Thuisblijvend ouder
- ☐ Stage/in training
- ☐ Student
- ☐ Wil ik niet zeggen

11. Liggen de inkomsten van uw gezin tussen....?

- ☐ 0-25000
- ☐ 25000-50000
- ☐ 50000+
- ☐ Wil ik niet zeggen

Bedankt voor uw deelname!

Appendix IV: Customer Data

Data percentages weeks 47, 2012 – 15, 2013

| | % Average Check compared to Avg. Picking Check | Amount of Pickings as a % of total customers | % Picking of total sales | % Of visitors converted into customers |
|------------------|--|---|-----------------------------|--|
| Week 47 | 6,70% | 0,75% | 11,55% | 49,68% |
| Week 48 | 6,36% | 0,52% | 8,29% | 90,28% |
| Week 49 | 5,95% | 0,46% | 7,86% | 56,80% |
| Week 50 | 5,37% | 0,44% | 8,34% | 81,73% |
| Week 51 | 6,42% | 0,55% | 8,82% | 60,52% |
| Week 52 | 7,66% | 0,44% | 5,80% | 69,64% |
| Week 1 | 6,99% | 0,37% | 5,30% | 56,26% |
| Week 2 | 5,73% | 0,41% | 7,25% | 56,09% |
| Week 3 | 6,84% | 0,52% | 7,73% | 52,11% |
| Week 4 | 6,13% | 0,48% | 7,98% | 56,66% |
| Week 5 | 7,24% | 0,50% | 7,05% | 51,53% |
| Week 6 | 5,92% | 0,48% | 8,43% | 53,25% |
| Week 7 | 5,84% | 0,49% | 8,60% | 55,87% |
| Week 8 | 6,21% | 0,53% | 8,76% | 54,51% |
| Week 9 | 6,74% | 0,48% | 7,28% | 60,48% |
| Week 10 | 6,27% | 0,55% | 9,06% | 54,76% |
| Week 11 | 6,76% | 0,52% | 7,85% | 52,45% |
| Week 12 | 6,17% | 0,57% | 9,61% | 59,08% |
| Week 13 | 6,39% | 0,53% | 6,49% | 56,22% |
| Week 14 | 5,87% | 0,65% | 8,61% | 56,40% |
| Week 15 | 5,16% | 0,62% | 10,64% | 69,57% |
| Total Average | 6,32% | 0,52% | 8,16% | 59,71% |

Appendix V: Competitor Monitoring

| | Home delivery | Order and pick up at store | Picking | Assembly | Sort of store |
|---------------------|--------------------------------------|----------------------------|---------|---------------------------|---|
| Action | No | No | No | No | Low cost, home accessories |
| Prices | x | x | x | x | |
| Blokker | Yes | Yes | No | No | Low cost, home accessories & garden furniture |
| Prices | €1,99 - €30 | 0 | x | x | |
| Gamma | Yes | No | No | No | Mid-high cost, furniture, home accessories & garden furniture |
| Prices | For trailer: €12,50 (150 deposit) | x | x | x | |
| HACO | Yes | Yes | No | Yes | Low-mid cost, furniture & home accessories |
| Prices | € 45 | 0 | x | depends on product | |
| HEMA | Yes | Yes | No | No | Low cost, home accessories & garden furniture |
| Prices | €4,95 - €9,95 | 0 | x | x | |
| JYSK | Yes | No | No | No | Low cost, furniture, home accessories & garden furniture |
| Prices | €3,99 - €49 | x | x | x | |
| Karwei | Yes | No | No | Yes | Mid-high cost, furniture, home accessories & garden furniture |
| Prices | For trailer: €12,50 | x | x | depends on product | |
| Kwantum | Yes | Yes | No | No | Low cost, furniture, home accessories & garden furniture |
| Prices | €7,50 - €45 | 0 | x | x | |
| LeenBakker | Yes | Yes | No | No | Low cost, furniture, home accessories & garden furniture |
| Prices | €4,99 - €40 | 0 | x | x | |
| Loods 5 | Yes | Yes | No | No | High cost, furniture, home accessories & garden furniture |
| Prices | €35-€130 | 0 | x | x | |
| Morres Wonen | Yes | Yes | No | Yes | High cost, furniture, home accessories & garden furniture |
| Prices | € 49,50 | 0 | x | €25 - €45 | |
| Praxis | Yes | Yes | No | Yes | Mid-high cost, furniture, home accessories & garden furniture |
| Prices | unknown | 0 | x | depends on product | |
| Roobol Woon | Yes | Yes | No | Yes | Low-mid cost, floors & curtains |
| Prices | €0 - €50 | 0 | x | Cost included in price of | |

| | | | | product | |
|--------------------------|----------------|-----|----|---------|--|
| Seats & Sofas | Yes | No | No | No | Mid-high cost, living room seating |
| Prices | unknown | x | x | x | |
| Trendhopper | Yes | Yes | No | No | |
| Prices | €4,95 - €35 | 0 | x | x | |
| V&D | Yes | Yes | No | No | Low-mid cost, living room furniture & home accessories |
| Prices | €1,95 - €50 | 0 | x | x | |
| Woonexpress | Yes | Yes | No | Yes | Low-mid cost, furniture, home accessories & garden furniture |
| Prices | €4,95 - €39,50 | 0 | x | € 25 | |
| Xenos | No | No | No | No | Low-mid cost, smaller storage furniture & home accessories |
| Prices | x | x | x | x | |