



6/13/2018

# Research Report

Visitor Perception  
Sustainability IKEA Zwolle

A.B. Slegten  
IKEA ZWOLLE  
SAXION UNIVERSITY OF APPLIED SCIENCES

# **Research report visitor perception Sustainability**

*IKEA Zwolle*

*Author:*

*Andries Slegten | 409240 | Andries\_Slegten@hotmail.com*

*Thesis quartile 4.3 & 4.4 Bedrijfskunde MER*

*Education: Bedrijfskunde MER*

*Organisation: Saxion University of Applied Sciences*

*Company: IKEA Zwolle*

*Supervisor IKEA: Maaïke Bloten*

*Supervisor Saxion: Drs. Metha Fennis-Bregman*

*Second reader Saxion: Dr. Carlie Geerdink*

*Period: 15 February 2018 – 30 June 2018*

*Zwolle: 13 June 2018*

## Executive summary

IKEA is founded in 1943 by Ingvar Kamprad (1926-2018) in Sweden. Since 1978 IKEA has been present in the Netherlands, and as of this moment IKEA has 13 stores in the Netherlands. IKEA sees sustainability as one of the most important aspects of doing business. Every new store of IKEA is designed in a way that it will be the most sustainable to date.

IKEA Zwolle is operational since 2015 and is the newest store of IKEA Netherlands, making the IKEA Zwolle store the most sustainable store of the Netherlands. The management of IKEA Zwolle was at the start of the research project unaware of the perception of sustainability of the visitors at IKEA Zwolle. There was uncertainty about the visitor awareness of sustainability, the interest and importance of sustainability and the best way of communicating sustainability to the visitors of IKEA Zwolle. The goal of the research was to provide IKEA Zwolle of this information.

To achieve the research goal desk research and field research has been conducted complemented with exploratory conversations with employees of IKEA Zwolle. Desk research has been conducted to research the sustainable initiatives of IKEA Zwolle, since there was no clear documentation about this. Field research has been conducted in the form a survey, which has been held in the IKEA Zwolle store.

The survey has been conducted between 9 April 2018 and 18 April 2018 at the end of store near the Swedish Food Market. 389 visitors filled in the survey with an average age of approximately 49 years old. 70% was woman and 30% was male. The survey consisted of 15 questions. The survey focussed on visitors awareness of sustainability, the importance of sustainability and communication of sustainability. For the survey 15 sustainability topics have been used in measuring awareness, importance and interest in sustainability complemented with other questions.

The findings of the survey reveal that the visitors of IKEA Zwolle are unaware of sustainability, as 58,7% of them state that they are not aware or barely aware of sustainability at IKEA Zwolle. When grading the topics some differences could be seen in awareness. 69% of the visitors did not know IKEA Zwolle is the most sustainable store of IKEA Netherlands. However, even since awareness is low, the visitors of IKEA Zwolle give an 8.54 when asked to grade IKEA Zwolle on sustainability. This grade could however be influenced by others factors, such as the good reputation IKEA has.

When asked about the importance of sustainability 80,7% of the visitors of IKEA Zwolle state that they think sustainability is either very important or important. All the sustainability topics have a score of at least 60% or more in the boxes very important or important. The top five most important topics are production under safe working conditions without child labour, recycling of waste, wood is from sustainable sources, products are packed in environmentally friendly packages and production in factories that are responsible for the environment.

28% of the visitors are interested in more information about sustainability. The most preferred method for more information is in the store, followed by on the website. 72% is not interested in more information or thinks there is too much information about sustainability.

The advice is to communicate sustainability more to the visitors in the store. Based on the literature research the conclusion is that communicating sustainability can improve brand reputation and loyalty of visitors. The results of the survey show that unawareness of sustainability is high at IKEA Zwolle and that sustainability is seen as important. Since only 28% of the visitors are interested in more information about sustainability the advice is to keep the information humble and do it mostly through graphics in the store.

The best sustainability topics to focus on are the topics which score low on awareness and high on importance. These are the following four topics: The production of products takes place under safe working conditions without child labour, wood or paper products come from sustainable forestry, production takes place in factories who act on a responsible way towards environment and guaranteeing animal welfare.

A communication plan has been drafted based on store observations. While making the communication plan it became clear that there are around 11 spots in the store where a sustainability message could be emitted in a graphical form. These spots are mostly in the showroom area. In the market-hall area is insufficient space for a graphic sustainability message, here it would be better to communicate on product level using labels.

## **Preface**

Before you lies the research report for the thesis visitor perception sustainability IKEA Zwolle. The research is commissioned by IKEA Zwolle and has been conducted at IKEA Zwolle. This research report will explain how the research is done and what the results are. The research has been conducted in the period of 20 March 2018 till 07 June 2018.

The thesis is conducted by Andries Slegten, fourth year student Bedrijfskunde MER on the Saxion University of Applied Sciences in Enschede. This thesis is the final product to deliver to graduate the education.

I would like to thank Maaïke Bloten, Local Marketing Specialist, for her excellent guidance while doing the research. I would also like to thank IKEA Zwolle and the employees who have helped me with making this research proposal. I would like to thank Drs. Metha Fennis-Bregman from Saxion University of Applied Sciences for the guidance she has provided.

This work has been made with a lot of passion and interest for corporate social responsibility, and I can only acknowledge that IKEA Zwolle and IKEA in general are exemplary organisations when it comes to corporate social responsibility.

I wish you pleasant reading,

Andries Slegten

Zwolle, 13 June 2018

## Table of contents

Executive summary.....	2
Preface .....	3
Glossary.....	6
1. Introduction.....	7
1.1 Background and motivation for the assignment .....	7
1.1.1 History IKEA .....	7
1.1.2 The IKEA Concept and vision .....	7
1.1.3 People & Planet Positive.....	8
1.1.4 Conclusion of the assignment .....	8
1.1.5 Relevance and urgency of the assignment.....	9
1.2 Context of the company and the broader context .....	9
1.2.1 Exploration of the assignment .....	9
1.2.2 Clarification of the assignment.....	9
1.2.3 Internal context of the organisation.....	10
1.2.4 External context of the organisation .....	11
1.2.5 Relevant policy areas .....	11
1.2.6 Relevant business environment and industry .....	12
1.3 Goal .....	13
1.3.1 The issue .....	13
1.3.2 Practical goal .....	13
1.3.3 Research goal .....	13
1.4 Research questions.....	13
1.4.1 Main research question and research questions.....	13
1.4.2 Handling of the research questions.....	14
1.4.3 Key concepts .....	14
1.4.4 Involved actors.....	15
2. Theoretical framework.....	15
2.1 Literature overview .....	15
2.1.1 Impact of corporate social responsibility on customer attitudes and retention – the moderating role of brand success indicators & The CSR bottom line.....	15
2.1.2 Customer service quality perception and its impact on sustainability initiatives .....	16
2.1.3 Impact of corporate social responsibility on firm value: The role of customer awareness .....	16
2.1.4 Sustainability topics .....	16
2.1.5 CSR Communication .....	17
2.1.6 Dossier Duurzaam .....	17
2.2 Conceptual framework.....	17
2.2.1 Hypotheses .....	17
2.2.2 Conceptual model.....	18
3. Methodology .....	19
3.1 Research method.....	19
3.1.1 Type of research .....	19
3.1.2 Respondents and timeframe.....	19
3.1.3 Reliability .....	19

3.1.4 Internal and external validity.....	20
3.1.5 Operationalization of concepts and instruments.....	20
3.1.6 Anonymity, privacy and integrity .....	21
3.1.7 Actual response.....	21
3.2 Procedure and data-analysing.....	22
3.2.1 Procedure.....	22
3.2.2 Data-analysing.....	22
3.2.3 T-Test and factor analysis.....	22
4. Research results and conclusions .....	23
4.1 What does IKEA Zwolle do in regards to sustainability, and can this be seen by the visitors in the store, on the website or around the store?.....	23
4.1.1 Sustainable operations.....	23
4.1.2 More sustainable life at home .....	24
4.1.3 People and communities.....	24
4.1.4 Co-workers .....	24
4.1.5 Conclusion.....	24
4.2 To what extent are the visitors of IKEA Zwolle aware of the sustainability at IKEA Zwolle?.....	25
4.2.1 Rating sustainability at IKEA Zwolle .....	25
4.2.2 Awareness sustainability topics .....	25
4.2.3 Factor analysis sustainability topics and the relation to the sustainability grade .....	27
4.2.4 Conclusion.....	28
4.3 Do the visitors of IKEA Zwolle care about sustainability, and what sustainability topics do they care about the most? .....	29
4.3.1 Importance sustainability .....	29
4.3.2 Importance sustainability topics.....	29
4.3.3 Conclusion .....	31
4.4 What is the best way to communicate sustainability with the visitor?.....	32
4.4.1 Information requirements of the visitor.....	32
4.4.2 Information requirements & medium of communication.....	32
4.4.3 Unawareness versus importance.....	33
4.4.4 Conclusion.....	34
5. Conclusion and Advice.....	35
5.1 Conclusion .....	35
5.2 Advice.....	36
Appendix 1: Organisation Chart IKEA Zwolle.....	39
Appendix 2: Sustainable initiatives IKEA Zwolle.....	40
Appendix 3: Survey questions .....	47
Appendix 4: Survey results .....	53
Appendix 5: Factor analysis.....	75
Appendix 6: One Sample T-Test.....	78
Appendix 7: Communication plan photos.....	80
Bibliography.....	84

## Glossary

- FY(19) Financial year. A financial year at IKEA starts at the first of September of the previous year and will end on 31 August the next year. For example: FY19 starts on the first of September 2018 and ends on 31 August 2019.
- Corporate social responsibility (CSR) Corporate social responsibility entails that companies have more than economical interests. It means that companies also focus on societal and environmental challenges (Erasmus School of Accounting & Assurance, 2018).
- Corporate social irresponsibility (CSI) Corporate social irresponsibility entails actions which the public sees as a precondition for CSR. If a company fails to prevent corporate social irresponsibility their reputation is damaged. Examples include cheating on customers and having child workers in the value chain (Lin-Ha & Müller, 2012).
- Greenwashing Greenwashing is when a company appears in public on a more sustainable way than they actually are (Greenwashingindex, 2018).

# 1. Introduction

In this chapter the introduction of the research is explained. Chapter 1.1 will be about the motivation for the research, chapter 1.2 will be about the context of the organisation and the broader context of the issue, chapter 1.3 will be about the issue and the goal of the research and chapter 1.4, the final chapter, will be about the main research question and the research questions.

## 1.1 Background and motivation for the assignment

In chapter 1.1 the background and the motivation of the research will be explained. This will be done by explaining the history of IKEA, key figures, the IKEA concept and sustainability at the organisation. After this information is provided the conclusion of the assignment is described and the relevance and urgency of the assignment by IKEA Zwolle.

### 1.1.1 History IKEA

IKEA is founded in 1943 by Ingvar Kamprad (1926-2018) in Sweden. IKEA stands for the initials of Ingvar Kamprad (I.K) and the first letters of Elmtaryd (E) and Agunnaryd (A). Elmtaryd is the name of the farm where he grew up and Agunnaryd is the nearby village (Inter IKEA Systems B.V., 2016).

Ingvar Kamprad was a venturesome type. He started selling matches when he was five years old. When he was seven he used his bicycle to sell matches further away from his home. Quickly he found out that he could buy matches in large quantities cheaply in Stockholm and could sell them individually for a lower price, while still making a profit. Later on he expanded his activities with flower seeds, greeting cards, Christmas decorations and pens. This experience has laid the foundation for the IKEA concept that will be explained in chapter 1.1.2 (Inter IKEA Systems, 2016).

In 1943, when Ingvar was 17, he started the company IKEA. He started with selling pens, wallets, photo frames, tablecloths, watches, jewellery and nylon socks. IKEA sells locally produced furniture for the first time in 1948. The sale of furniture was a success, and in 1953 the first furniture showroom opened in Älmhult, Sweden. The IKEA concept expanded in 1956, shortly after the first furniture showroom was built, with self-assembly furniture. Today IKEA is still known for the self-assembly furniture. Through this innovation furniture could now be packed in flat packs. The first IKEA store opened in Älmhult in 1958, at that time the largest furniture store in Scandinavia (Inter IKEA Systems B.V., 2016).

In 1963 the first IKEA store outside of Sweden was opened in Oslo, Norway. Since the opening of the first store outside of Sweden many other countries follow, whereby IKEA opens the first store in the Netherlands in 1978 (Inter IKEA Systems B.V., 2017).

In 1984 IKEA FAMILY is introduced. IKEA FAMILY is a customer program where members can obtain special discounts.

The first environmental policy of IKEA started in 1990. This policy ensured that the company and the employees would take responsibility for the environment.

In FY17 IKEA is a worldwide known company, with 355 stores divided over 29 countries. IKEA had 817 million store visits in FY17, 2.1 billion visits to their website, 110 million IKEA FAMILY members, revenue of 36.3 billion euro with a net profit of 2.5 billion euro, 149.000 employees and had 9.500 products in their catalogue (INGKA Holding B.V., 2017).

### 1.1.2 The IKEA Concept and vision

Since the creation of IKEA in 1943 the company has grown to a worldwide known company. The IKEA concept has been leading for this success. IKEA does this through the vision: "to create a better everyday life for the many people" (Inter IKEA Systems B.V., 2017).

For IKEA the life of the many people at home is the starting point. What makes IKEA unique is the attention the company has for good design and good quality. IKEA offers a broad product range with furniture payable for the many people, and not just for the few. The IKEA concept consists of the combination of function, quality, design and value, with sustainability in mind. This is what IKEA calls the democratic design (IKEA, 2017).

Growing Together 2020+ is the IKEA strategy for 2020 and later. In figure 1.1, seen below, the strategy can be found.

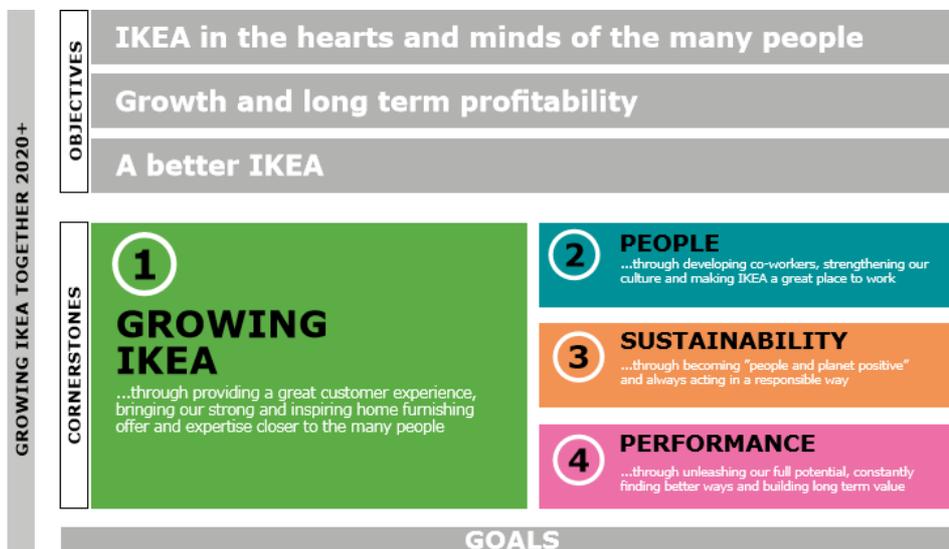


Figure 1.1 Growing IKEA together 2020+ (IKEA Group, 2016)

### 1.1.3 People & Planet Positive

IKEA's vision can be found in the heart of the sustainability strategy: People & Planet Positive. Sustainability is one of the four strategical cornerstones of the IKEA direction – Growing Together 2020+ as indicated in figure 1.1. The People & Planet Positive strategy sets out how IKEA plans to make a positive difference for the many people and the environment, today and tomorrow. This strategy focuses on three points (IKEA Group, 2016):

1. *Inspire and enable millions of customers to live a more sustainable life at home.*

IKEA takes the initiative to develop products and solutions which helps the customer to generate and save energy. IKEA also focuses on reducing and sorting waste and the more efficient use of water – all with keeping the lowest possible price in mind (IKEA Group, 2016).

2. *Strive for resource and energy independence.*

IKEA wants to ensure themselves that they will have long term accessibility to sustainable raw materials, IKEA wants to promote recycling and use resources within the limits of the planet. IKEA also focuses on producing renewable energy equivalent to the amount of energy needed. Lastly, IKEA focuses on energy efficiency within the value chain (IKEA Group, 2016).

3. *Take the lead in creating a better life for the people and communities impacted by IKEA.*

IKEA wants to be a pleasant neighbour for their environment, further implement their code of conduct in the value chain, support all human rights and always think in the best interest of children (IKEA Group, 2016).

At IKEA Zwolle, and at IKEA in general sustainability is an important part of the business management. On the IKEA website there is a detailed webpage dedicated to the sustainable products and initiatives at IKEA. IKEA Netherlands has won the first edition of the Retail Sustainability Award of 2017-2018. This award is awarded by companies in related fields and a jury of professionals. They describe IKEA as an exemplary organisation in regards to sustainability (Retailer of the year, 2017).

### 1.1.4 Conclusion of the assignment

Every store of IKEA has sustainability embraced into their business management. IKEA has 13 stores in the Netherlands (IKEA, 2017).

Every new store, office, distribution centrum or part of the industry group is designed in a way that it will become the most sustainable in the field of design, facilities and efficiency (IKEA Group, 2014). IKEA Zwolle is the newest store of the Netherlands, which makes IKEA Zwolle the most sustainable store of the Netherlands. In 2016 the energy usage was 30% lower than the average usage of the other stores in the Netherlands. The store has 5.500 solar panels and 9 windmills on the roof. Only led lighting is used and there is a heat-cold storage system in use which makes it possible to decrease the gas usage to only 10% of a similar IKEA store (IKEA, 2016).

IKEA is very proud of what they do in regards to sustainable business management (Duurzaam-ondernemen.nl, 2017). The assignment originated from the management team of IKEA Zwolle. At IKEA Zwolle it was unclear at the start of the research if the visitors know in what extent sustainability lives in the organisation. Therefore IKEA Zwolle wanted to know if the visitors are aware of the sustainable products and initiatives. They were curious if the visitors care about this, what topics they deem interesting and how this could be communicated better in the store.

### **1.1.5 Relevance and urgency of the assignment**

At IKEA sustainability means (IKEA, 2014):

*"Ensuring environmental, economic and social well-being for today and tomorrow. It means meeting the needs of the many people and society, without compromising the ability of future generations to meet their needs – acting in the long term interest of the many people and not just the few"*

IKEA wants to create a better everyday life for the many people, IKEA wants to do this by inspiring customers to live more sustainable and healthier at home. At the start of the research it was unclear if IKEA Zwolle achieves this vision. IKEA Zwolle did not know what the customer knows about IKEA's sustainable business management. IKEA Zwolle offers many possibilities to live more sustainable and healthy at home, to create a better everyday life. There is to some extent communication about this, but it was unclear if this was received by the customer, to what extent this was received, if they care about certain topics and if they even care about anything related to corporate social responsibility at all.

## **1.2 Context of the company and the broader context**

In this chapter a deeper understanding of the issue will be explained. The issue will be looked upon in relation to the context of the organisation and the broader context. The assignment will be explored and clarified where needed. There will be looked upon the internal and external developments of the organisation and the relevant policy areas, the environment of the organisation, the societal, economical and international interest and finally the interest of the relevant actors are described.

### **1.2.1 Exploration of the assignment**

In an exploratory conversation with Tim Koppen, Commercial Manager of IKEA Zwolle and Brecht de Bruijn, Deputy Commercial Manager of IKEA Zwolle, the issue has been described. The issue was described as following: At this moment it is unclear at IKEA Zwolle what the customer knows about sustainability. IKEA Zwolle is wondering if the customer knows about sustainability at the store, what they know about this, how they found out about this and how this can be communicated better in the future.

### **1.2.2 Clarification of the assignment**

In week 2 of working on the research proposal the assignment has been clarified through a meeting with Brecht de Bruijn and Maaïke Bloten, Local Marketing Specialist. At this meeting several questions have been asked and answered. After this meeting the customized issue has been e-mailed to Tim Koppen to clarify the issue even more. Tim Koppen stated after seeing the changes that he agreed with all the points found below. To clarify, demarcate and concretize the issue the following three choices have been made:

1. Focus is on the visitors of IKEA Zwolle

Visitor, customer and consumers were terms used in the provisional assignment. These three terms all have different meanings. After some discussion at the meeting the decision was made to focus on the visitors of IKEA Zwolle. Visitor was chosen instead customer because IKEA Zwolle wants to know the perception of every person in the store, and not only the persons who make a purchase, named the customers. The collection of data will be done in the store, therefore it is not possible to do research into the consumers, since the consumer defines a broader population (Cambridge, 2018).

2. The research proposal and the report are written in English

IKEA Netherlands has employees from different nationalities. Some of these employees might have an interest in the research results. Not all of these employees can read the Dutch language, to make it readable for all nationalities the research report will be written in English.

3. Focus of the research will be on the awareness of customers on sustainable products and initiatives, if customers are interested in this and what the needs of customers are to make them purchase sustainable

IKEA Zwolle has interests in all the topics provided at the provisional assignment, but IKEA Zwolle is most interested in these three points and it did not seem convenient to research the other points because the research might be too wide otherwise.

In a meeting with Alberic Pater, Country Sustainability Manager of IKEA Netherlands on the 28<sup>th</sup> of February the focus of the research has been changed. Alberic Pater provided certain interesting perspectives and offered the following tips and additions to the research:

Alberic Pater stated that there should be more thought about the question regarding visitors' needs for making a sustainable purchase. He stated that the question is too broad, since the definition of a sustainable purchase can have different meanings in context to the product categories. The advice was provided to focus more on sustainable topics, and what the visitor perception is of the topics. After this meeting the focus shifted to finding out if the visitors are aware of the sustainable initiatives of IKEA Zwolle, if they care about this, which topics do they care about the most and how can these topics be communicated to the visitor. This new focus has been consulted with Brecht de Bruijn, Tim Koppen and Maaïke Bloten. All three of them agreed with the new focus of the research.

### **1.2.3 Internal context of the organisation**

Internally in the organisation multiple developments are of influence on the assignment. The global sustainability strategy: People & Planet Positive, is of influence to the assignment. On local level is the sustainability group, established early in 2018, of influence in the assignment. This group focuses on five subjects. For every subject two or three employees are responsible, they will present their progress to a member of the management team. The five subjects where the sustainability group focuses on are the following:

1. Introduction and training

Through sustainability training IKEA wants to introduce and inform their employees about sustainability at IKEA in general and store specific sustainability. IKEA does this in order to make the employees able to inform the customer how to live more sustainable and healthy at home.

2. People & Communities

IKEA Zwolle wants to be seen as an organisation which makes an effort on a positive way for the local environment.

3. Sustainable operations

Focussing on energy efficiency of operations, eliminating waste and having a positive influence on the environment.

4. More sustainable life at home

Strengthening the position as a sustainable retailer by offering sustainable products to the customer. Through this the customer has the option to live more sustainable and healthy at home.

5. Communication

Communicating the sustainable initiatives and products to the employees and together with local marketing communicating sustainability to the customer.

Subject 2, 3, 4 and 5 will most likely benefit of the results of the research. They can by studying the results learn more about the perception of the customer on sustainability which can help them achieve their goals. In appendix 1 the organisation chart of IKEA Zwolle can be found. Here the names of the management team can be seen as well as the team leaders and other functions.

Every year IKEA Zwolle is reviewed on sustainability by Alberic Pater. With the results of the research IKEA Zwolle can gain insights in how to communicate sustainability in a better way, which will in turn increase the results of next years' review.

In a conversation with Blerta Kukaj, social ambassador of IKEA Zwolle, about the sustainable initiatives of IKEA Zwolle it was made clear that there was in previous years no clear sustainability strategy. It was told that there was no documentation about the sustainable initiatives.

In a guided tour by Kim van Essen, Vitality leader of IKEA Zwolle the in-store communication towards sustainable products and services was demonstrated. This guided tour made clear that there is some information present about sustainable products but there is no clear communication pattern. A red line is missing in the sustainable message IKEA Zwolle is trying to send. A great number of sustainable products are present but the sustainable part is often not communicated in any form to the customer.

An example is the Sortera garbage bin (IKEA, 2018). In a conversation with Kim van Essen and Rene van der Horst, Sales and supply support specialist, it was made clear that this product is made by recycling the loading ledges which are found under the pallets of the products when delivered to the store. At IKEA quite often the pallets are made of carton, and if the products on the pallet are heavy it might succumb under its weight. Loading ledges are then used to provide support against that weight. These loading ledges are after its use recycled and made into the Sortera garbage bin. Neither in the store, nor on the website is communicated anything about the sustainable aspect of this product.

IKEA global sells products that are labelled for 'more sustainable life at home'. IKEA global intends to achieve sales of at least 2.564 billion euro's in FY2020. In FY16 these sales amounted a total of 1,802 billion euro's. This means that IKEA global has to sell an even higher amount of products which are labelled for 'more sustainable life at home' (IKEA, 2016).

#### **1.2.4 External context of the organisation**

When looking at the external context of the organisation and the international context the following developments are of importance:

Climate change is a great influencer of the motivation of IKEA to be more sustainable. Since 1880 the average temperature on earth has increased with 1 degree Celsius. In the past 650.000 years the Carbon dioxide (CO<sup>2</sup>) levels in the air have never been this high. The sea level has risen with 17.8 centimetres in the past 100 years (NASA, 2018). 97% of climate scientists agree that climate change is caused by human activities (NASA, 2018). These activities are mostly related to greenhouse gas emissions and include: deforestation, increasing amounts of livestock and the burning of fossil fuels (European Commission, 2018). The negative effects of climate change are an expected sea level rise of 1-4 feet (between 30 cm – 120 cm) by 2100. Hurricanes will become stronger, there will be more drought and periods with abnormal hot weather and temperatures will rise even more (NASA, 2018).

The greenhouse gas emissions are of sizeable impact to global warming. IKEA tries to reduce greenhouse gas emissions. For example IKEA has the goal to be energy neutral in 2020, through energy efficiency, installing solar panels, wind turbines and using exclusively led lighting (IKEA Group, 2016).

The Global Footprint Network is a non-profit organisation which measures the ecological footprint of humans through calculating the supply of nature and the demand of nature. According to them the current consumption levels of humans are unsustainable. Since 1970 the annual demand of humans exceeds the amount nature can regenerate. At this moment the worldwide usage of resources is equivalent to the resources of 1.6 Earths (Global Footprint Network, 2018).

As the world population is expected to reach 9.8 billion in 2050 and urbanization increasing from 54% in 2014 to 66% in 2050 scarcity of resources will increase even more (United Nations, 2017) (United Nations, 2014). The increasing scarcity of resources which are less sustainable is pushing IKEA to improve their sourcing policy towards more sustainable resources; an example of this is the usage of FSC certified wood. 77% of the total wood demand was sourced at FSC certified suppliers in FY17. FSC certified means that the wood is grown on a sustainable way (Inter-IKEA Systems b.v., 2018).

#### **1.2.5 Relevant policy areas**

For the research the following relevant policy areas have been identified:

- Sustainability

Sustainability is together with marketing & communication a relevant policy area. The research is into the sustainable business management of IKEA in general and IKEA Zwolle. The sustainability strategy People & Planet Positive should be thought about at all times throughout doing the research.

- Marketing & Communication

Marketing & communication is of the same importance as Sustainability. This is because much information of the visitors is needed to solve the issue. The issue mainly revolves around Sustainability and Marketing & Communication.

- Sales

As IKEA is a furnishing retailer every step taken should be mirrored into a sales perspective. The research can have many outcomes and it could offer several advices in regards to sustainable communication. The most important point to look at then will be increasing the perceived customer value of IKEA Zwolle.

### 1.2.6 Relevant business environment and industry

In a conversation with Rene van der Horst the way IKEA's logistics work has been explained. Rene van der Horst explained that all IKEA stores in the Netherlands have the same direct suppliers and indirect suppliers. The indirect suppliers are the distribution centers. These distribution centers are located in Oosterhout, Dortmund and Winterslag, located in the Netherlands, Germany and Belgium, respectively. Direct suppliers are of substantial importance, as this way of supplying is the most efficient and cost-effective.

IKEA Zwolle's local environment or marketing focus is called primary market area (PMA) Zwolle. Maaïke Bloten, the local marketing specialist researched this area. She provided an excel worksheet where the number of visits is held by. IKEA Zwolle had in FY17 1.477.963 visits.

To identify the main competitors a marketing research report, provided by Maaïke Bloten, in brand capital is used. The main competitors of IKEA Zwolle are Leen Bakker, Wehkamp, XENOS, Blokker and Action. These companies are the main competitors measured through the following marketing terms:

- Top of mind awareness

IKEA's top of mind awareness is relatively high compared with the competitors, with a score of 40% in 2017. Leen Bakker, taking the second place had a top of mind awareness of 17%. Top of mind awareness is measured through asking respondents about the first brand that comes to mind in regards to furniture retailers (mbaskool).

- Spontaneous awareness

IKEA's spontaneous awareness is 56%. Leen Bakker is on the second place with 45%. Spontaneous awareness is measured through asking respondents to quoting numerous furniture selling brands without giving them any options to choose from (Insight Association).

- Claimed IKEA versus competitor visits

IKEA's is in the 4<sup>th</sup> place with a score of 60%. Action takes the first place with 81%.

- Claimed IKEA purchases versus competitor purchases

IKEA scored a second place, with 39%. Action took the first place with 54%.

To compare these competitors in regards to sustainability the Sustainable Brand index of the Netherlands is used. This research is conducted with over 35000 respondents under consumers and the ranking includes companies of all industries. In 2017 this research was done for the first time in the Netherlands and IKEA scored a second place, under Greenchoice (energy supplier). The main competitors of IKEA Zwolle have the following ranking (Sustainable Brand Index, 2017):

- |           |                               |               |     |
|-----------|-------------------------------|---------------|-----|
| - Blokker | #69                           | - Leen Bakker | #81 |
| - Xenos   | #84                           | - Action      | #92 |
| - Wehkamp | (not included in the ranking) |               |     |

## **1.3 Goal**

In this chapter the issue and the research goal will be explained. Distinction will be made between the practical goal and the research goal.

### **1.3.1 The issue**

IKEA Zwolle, being the most sustainable IKEA store in the Netherlands has the following issue:

*Sustainability is in high regard at IKEA Zwolle and IKEA in general. IKEA does a great number of things in regards to sustainability. At this moment IKEA Zwolle does not know if their visitors are aware of sustainability at the organisation, if they care about this, which topics they care the most about and how sustainability can be communicated the best way to the visitor in FY19.*

### **1.3.2 Practical goal**

As mentioned in chapter 1.1.4 it is unclear at IKEA Zwolle if the customer is aware of sustainability within the organisation. The purpose of the research is to find out what the visitor perception of sustainability is at IKEA Zwolle, and what they know about the sustainable topics. IKEA Zwolle also wants to know if the visitors care about sustainability and if they do care about this is the goal is to find out which topics the visitor cares about the most. With this information an advice will be formed to IKEA Zwolle regarding communicating sustainability. With the information provided at the advice IKEA Zwolle can decide if they want to communicate sustainability more to the visitor or decide to not do this.

### **1.3.3 Research goal**

The research goal is to obtain quantitative data in regards to the visitors of IKEA Zwolle, with this data an advice will be formed regarding communicating sustainability to the visitors. This research will contribute to the research fields of business administration, marketing & communication and sustainability (Verhoeven, 2011).

## **1.4 Research questions**

In this chapter the main research questions, the research questions, the key concepts and the involved actors will be described. The main research question has been drawn up based on the increasing importance of sustainability to consumers according to Dossier Duurzaam, described in chapter 2.1.6, the problem as described by IKEA Zwolle and the external context, where it became clear that sustainability is not just important, it is needed.

### **1.4.1 Main research question and research questions**

With the issue described in chapter 1.3.1 the main research question derived from this is the following:

*To what extent are the visitors of IKEA Zwolle aware of sustainability at the store, do they care about this, what topics do they care about the most and how can sustainability be communicated in the best way to the visitors in FY19?*

To answer the main research question a branch diagram has been made. The branch diagram can be found below in figure 1.4.1:

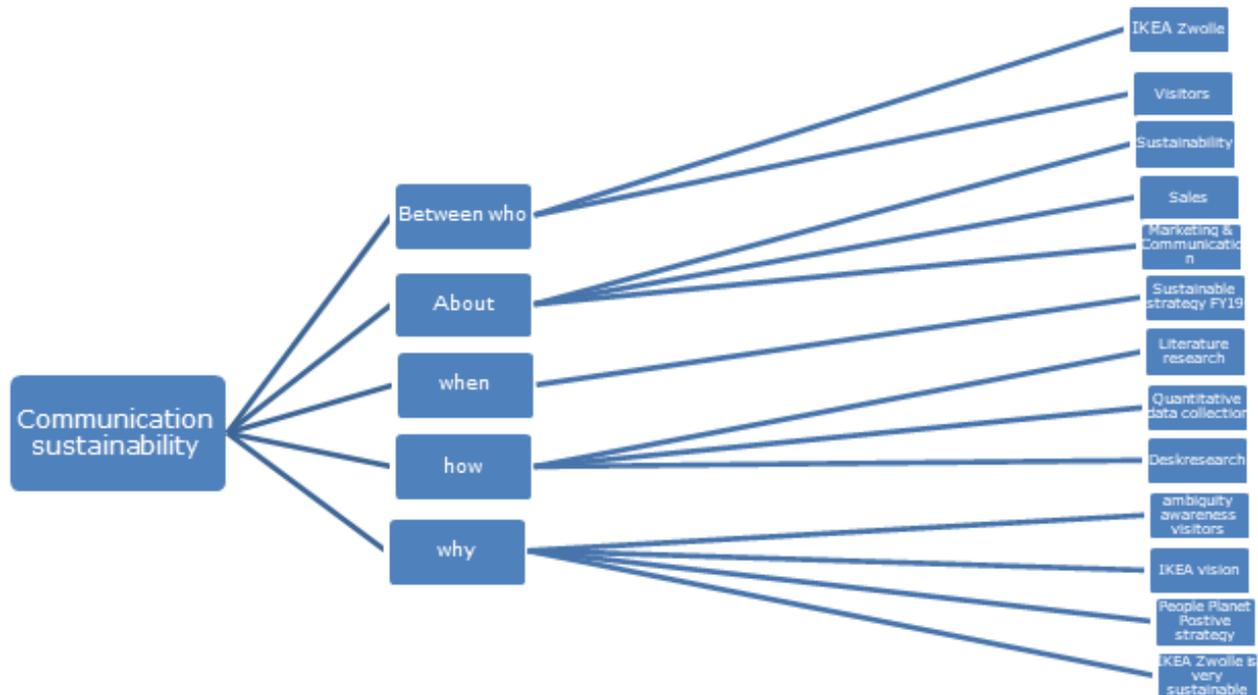


Figure 1.4.1 Branch diagram

By using the branch diagram the following research questions have been formulated:

1. What does IKEA Zwolle do in regards to sustainability, and can this be seen by the visitors in the store, on the website or around the store?
2. To what extent are the visitors of IKEA Zwolle aware of sustainability at IKEA Zwolle?
3. Do the visitors of IKEA Zwolle care about sustainability, and what sustainability topics do they care about the most?
4. What is the best way to communicate sustainability with the visitor?

#### 1.4.2 Handling of the research questions

Question 1 has been answered through conducting desk-research, orienting conversations with co-workers and through visiting the store. Question 2 and 3 are empirical questions, where field-research has been conducted to answer them, this has been done by obtaining quantitative data of the population through a survey. More information about the way of collecting data will be presented in chapter 3. Question 4 has been answered through a combination of field-research and desk-research. Through analysing the results of questions 2 and 3 and looking at the theories provided through the literature research an answer has been formed to question 4. In chapter 2 the literature research can be found. The literature provided has helped forming the advice.

#### 1.4.3 Key concepts

The following key concepts are defined to answer the main research question:

**Sustainable initiatives** – With sustainability is meant providing for the needs of the present with compromising the needs of future generations (Brundtland Commission, 1987). These initiatives have been measured through desk-research, orienting conversations with co-workers and through visiting the store.

**Communication** – With communication is meant that IKEA Zwolle emits a message and that the visitor receives this.

**Awareness** - With awareness is meant that a visitor knows about a sustainable topic. This has been measured through a question in the survey where the visitor can see each sustainable topic related to IKEA Zwolle and give it a grade on a 5-point scale, with the additional option to choose: 'I don't know'.

**To what extent** – With to what extent is meant the amount of known sustainability topics of IKEA Zwolle to the visitor, it does not mean in what extent they know something about a certain initiative. This has been measured through the same question as the awareness question.

Sustainable topics – With sustainable topics general topics about sustainability are meant. These topics will be made clear in the chapter 2.1.4.

#### **1.4.4 Involved actors**

The following involved actors have been identified for the research:

- IKEA Zwolle

IKEA Zwolle is the store where the research has been conducted. Their interest is in the results of the research.

- IKEA Netherlands

If the research is successfully ended and IKEA Zwolle is satisfied with the results IKEA Netherlands might learn from this.

- Visitors IKEA Zwolle

A survey has been conducted among the visitors of IKEA Zwolle. With the results of the research the visitor will potentially be helped better in regards to communicating sustainability at IKEA Zwolle.

- Supported sustainable initiatives/charities IKEA Zwolle

Based on the advice IKEA Zwolle can decide to communicate more about the sustainable initiatives and charities supported. The charities could be positively influenced by this.

## **2. Theoretical framework**

In this chapter, theories and articles that are useful to the research are discussed. For every theory or article presented a summary will be provided to explain it. After the explanation of a certain theory or article a link to the research will be presented and there will be an explanation why the theory or article is relevant and useful for the research. The literature research is done by searching for the following terms:

- Communicating sustainability
- Communication channels
- Corporate social responsibility
- Customer attitude/perception
- Customer loyalty
- Customer survey(s)
- Green marketing
- In-store advertising/marketing
- Marketing strategy CSR
- Sustainable consumption

### **2.1 Literature overview**

In this chapter the literature found will be discussed, the relation to the research will be explained and a judgement of the literature is made by the author. The following literature will be discussed:

- The impact of corporate social responsibility on customer attitudes and retention—the moderating role of brand success indicators
- Customer service quality perception and its impact on sustainability initiatives
- Impact of corporate social responsibility on firm value: The role of customer awareness
- Sustainability topics
- CSR communication
- Dossier Duurzaam

#### **2.1.1 Impact of corporate social responsibility on customer attitudes and retention – the moderating role of brand success indicators & The CSR bottom line**

The impact of corporate social responsibility on customer attitudes and retention—the moderating role of brand success indicators is a study published in 2017 by Doorn, Onrust, Verhoef, & Bügel.

This study focuses on the impact of CSR on customer attitudes and retention. The research used 1375 customer responses to measure how perceived CSR relates to customer loyalty and customer attitudes. The findings of the research reveal that companies who focus on CSR will be met with a higher positive attitude of customers. Another finding is that companies who focus on CSR and at the same time innovate will receive a more positive attitude of customers and a higher rate of retention after 2 years (Doorn, Onrust, Verhoef, & Bügel, 2017).

### *Relation to the research*

The study of van Doorn et al. (2017) illustrates that a result of CSR is a higher positive attitude towards a company by the customers. This finding is useful for this research because if the visitor awareness or perception of CSR at IKEA Zwolle were to be perceived low, as one of the results of the survey, the positive attitude of visitors could be increased through communicating CSR more to the visitor.

The CSR Bottom line: Preventing corporate social irresponsibility, an article in the journal of business research 66 in 2013 offers an interesting and different perspective on perceived CSR (Lin-Ha & Müller, 2012). The article states that CSR is directly linked with the idea of 'doing good' and that beyond that, CSR also entails 'avoiding bad'. With avoiding bad is meant preventing corporate social irresponsibility (CSI). Preventing CSI can be seen as a hygiene factor to customers, since the effect of CSI will be reputation damage of a company. Hygiene factors will not affect the customers perception of a company, since they are expected, but they will affect customer perception if these factors are missing (Jacquette, 2016).

This theory is used in the research because if the customer perception of IKEA Zwolle in regards to sustainability is acceptable in the eyes of the management, or potentially increased through the advice offered as a result of the research, the positive image derived from being sustainable can be easily harmed if CSI were to occur. Therefore there should not be any less attention to preventing CSI than to promoting CSR.

#### **2.1.2 Customer service quality perception and its impact on sustainability initiatives**

Please clap! How customer service quality perception affects the authenticity on sustainability initiatives is a study done by Brockhaus, Amos, Fawcett, Knemeyer, & Fawcett (2017). This study investigated the relation of service quality perception and the impact of this perception on sustainable initiatives. This study is done in the retail industry. The findings of the research illustrate that consumers use information in regards to the quality of services offered to form a conclusion of their attitude towards that company. The results reveal that if a consumer has a negative attitude towards a company, which can be derived from poor service quality, the sustainability efforts will be seen as inauthentic and might be used to greenwash the companies' public image (Brockhaus, Amos, Fawcett, Knemeyer, & Fawcett, 2017).

### *Relation to the research*

What this study concludes is that sustainability efforts do not always work for a company. It means that if a company does a substantial amount of effort into sustainability and into communicating this to the consumers, there is a possibility this will not create the desired results; being seen as a company which acts in an environmentally and socially responsible way. The research of Brockhaus et al. (2017) helps this research because if the advice of the research would be to communicate sustainability more to the visitor, perceived service quality should not be overlooked. While service quality is not measured in this research this can be used in further research.

#### **2.1.3 Impact of corporate social responsibility on firm value: The role of customer awareness**

In a study done by Servaes and Tamayo (2013) it is revealed that firm value and corporate social responsibility are positively related when customer awareness is high. The study concluded a few points, the following are useful for the research (Servaes & Tomayo, 2013):

- Actions which are deemed as corporate social responsible will enhance firm value when the firm has a high public awareness.
- If a company's reputation is inconsistent to its CSR efforts advertising will negatively impact perceived CSR value.

### *Relation to the research:*

The second finding regarding inconsistent reputation in relation to CSR efforts is in line with the theory offered by Lin Ha & Müller (2012). Where is stated that CSR only works if a firm can successfully prevent CSI. These findings are interesting for the research because as stated in chapter 1.2.6 IKEA's top of mind awareness and spontaneous awareness is, compared to the competitors, relatively high, and thus could be used in the advice of the research.

#### **2.1.4 Sustainability topics**

In a study into communicating CSR done at Kruidvat obtained from Alberic Pater sustainability topics have been described which can be relevant for the research. The research offers certain sustainability topics. Most of the topics are, when slightly adjusted, useful for the research:

- Production under safe working conditions without child labour
- Use of environmentally friendly package materials
- Recycling of waste
- Possibility of returning batteries, lamps and electronic devices
- Store decreases energy usage
- Production in factories who are environmentally responsible
- Wood or paper products come from sustainable forestry
- Usage of transportation methods with zero or low emissions
- Guaranteeing animal welfare
- Cooperating with charities
- Information about sustainability can be found on sustainable products

#### *Relation to the research*

These topics have been used at a consumer perception survey at Kruidvat, and these will be used in the survey which will be conducted to find out the interest of visitors at IKEA. Based on the results of the research question 1 the following four topics are added:

- The food in the store is from sustainable sources (e.g. sustainable salmon)
- There are products available which help me live more healthy and sustainable at home
- There are job opportunities for refugees
- There are job opportunities for people with a distance to the labour market

### **2.1.5 CSR Communication**

In an article written by Jens Newig et al., about Communication regarding sustainability: conceptual perspectives and exploration of societal subsystems CSR is explained as: "*a process of anticipating stakeholders' expectations, articulation of CSR policy and managing of different organisation communication tools designed to provide true and transparent information*". CSR is in this article explained as a crucial part of corporate communication. CSR communication can be seen as 'greenwashing' if the communication of sustainability is not linked to genuine sustainability efforts by the company. Also, the reputation of a company is increasingly influenced by the sustainability communication, through sustainability communication corporate reputation can be improved.

#### *Relation to the research*

The findings of this article state that CSR communication can enhance corporate reputation and gives the same conclusion as the findings of Servaes and Tamayo (2013), where it is stated that a negative corporate reputation will be harmed more if there is CSR communication inconsistent with firm reputation. CSR communication should only occur if the motivations behind this are genuine.

### **2.1.6 Dossier Duurzaam**

Dossier Duurzaam is an initiative from GfK, a market- and consumer Information Company and b-open, a strategic marketing company. These companies measure since 2008 the perception and attitude on sustainability and corporate social responsibility of consumers. In their research of 2017, which had around 2500 respondents, they concluded that 72% of the Dutch consumers think that companies should have a positive impact on society and the environment. However, only 21% of the Dutch consumers actually think that companies are doing this. 48% of the Dutch consumers look for sustainable aspects when making a purchase, which was 30% in 2013 (dossierduurzaam, 2017).

#### *Relation to the research*

The measurements from Dossier Duurzaam can be tested among the visitors of IKEA Zwolle.

## **2.2 Conceptual framework**

### **2.2.1 Hypotheses**

Based on the information provided in the previous chapters and the literature research the following hypotheses have been drawn up:

1. IKEA Zwolle will score a 7.5 or higher on the question: "How well do you think IKEA Zwolle gives substance to corporate social responsibility?"
2. Every sustainability topic asked about in the survey to the visitors of IKEA Zwolle has a score of 45% in the box 'I don't know'.
3. 40% or more of the visitors of IKEA Zwolle think that IKEA Zwolle does not communicate sustainability enough.
4. IKEA FAMILY members will grade IKEA significantly higher on sustainability than non-members.
5. At least 72% of the visitors of IKEA Zwolle think sustainability is either important or very important at an organisation.

### 2.2.2 Conceptual model

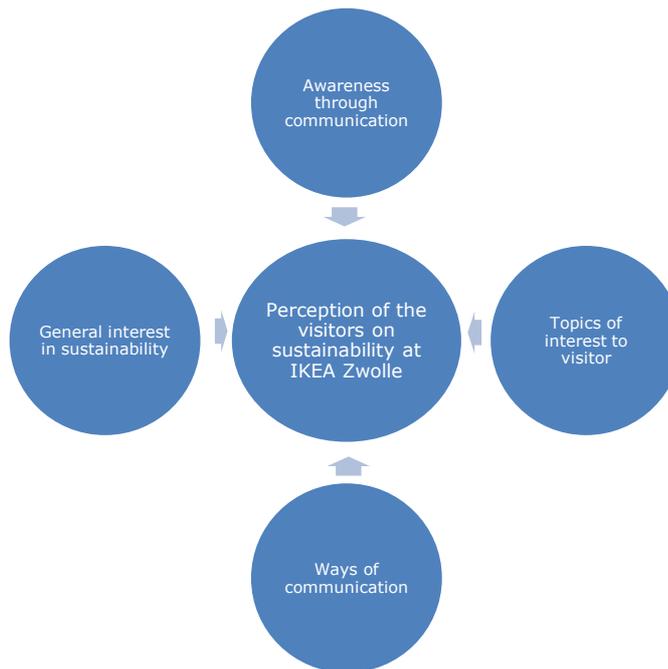


Figure 2.2 Conceptual Model

In figure 2.2, seen above, the conceptual model can be seen. In this model four variables are described which are expected to have an influence on the perception of the visitors of IKEA Zwolle on sustainability (Verhoeven, 2011).

- Awareness through communication

Perception of the visitors on sustainability at IKEA Zwolle is expected to improve on a positive way if the awareness of sustainability is increased through communication. This is based on the hypothesis that 45% or more of the sustainability topics are unknown to the visitors of IKEA Zwolle.

- Topics of interest to the visitor

It is expected that through communication the topics of interest of the visitor the perception of them on sustainability will increase in a positive way.

- Ways of communication

It is expected that if the preferred way of communication is used to inform the visitor the perception of sustainability at IKEA Zwolle will be positively influenced.

- General interest in sustainability

If the visitor has an interest in sustainability his or her perception of sustainability can be increased through communication this more. This variable is influenced by the hypothesis that the visitor is unaware of 45% or more of the sustainable topics at IKEA Zwolle.

### **3. Methodology**

In this chapter the method of doing research will be explained. This chapter will explain how the research is built, in what way the data will has been collected and in what way the data has been analysed.

#### **3.1 Research method**

In this chapter the research method will be explained. This will be done by explaining whether the research will be based on quantitative or qualitative methods and done through descriptive, testing or exploration methods. Lastly it will be explained whether the data is collected through surveys, a case study, experimental research or evaluation research.

##### **3.1.1 Type of research**

The goal of the research is solving a practical problem at IKEA Zwolle. The data for research question 1 has been obtained through desk-research, visiting the store and a few orienting conversations with co-workers. The data needed to answer research question 2, 3 and 4 has been collected using quantitative research methods. This method is chosen because the research focuses on the perception of the visitors of IKEA Zwolle. The amount of visitors IKEA Zwolle had in FY17 was approximately 1.5 million (Bloten, 2018). Furthermore, to obtain numerical information about this population survey research has been conducted; this was the most fitting method for obtaining numerical information about a population of this size. After finishing the field-research the data has been analysed and an advice has been formed by using the results in combination with literature research. Using a survey is a good way to obtain information about a great number of people. However, the negative side of this is that it is not possible to obtain in depth motivation of the respondents about why they choose the option they have chosen. For that interviews would be needed. However this option has not been chosen since then it would only be possible, due the timeframe, to interview very few people and the results of this could not be generalised over the total population (Verhoeven, 2011).

##### **3.1.2 Respondents and timeframe**

The units of the research were the visitors of IKEA Zwolle. The population of 1.5 million could, due to the timeframe and several other reasons not all be surveyed. Therefore a random sample of this population has been taken. This population consists of people of all ages, genders, nationalities and professions, and therefore everyone can participate in the survey, except people under the age of 18, since IKEA does no surveys on non-adults (Bloten, 2018). A random sample sufficient enough for this population is 385 respondents. This amount has been determined using an online sample calculator. An error margin of 5% was chosen as acceptable with a reliability level of 95% (Rasoft inc., 2013) (Verhoeven, 2011).

The survey is a cross-sectional survey, since the respondents are only asked once between the timeframe of the survey. The survey was conducted between 9 April 2018 and 18 April 2018. The respondents have been approached face-to-face at the end of the store, after the pay desk of IKEA Zwolle. This place chosen to give the visitors the full shopping experience of IKEA Zwolle and making it possible for them to view everything related to sustainability which IKEA Zwolle has to offer. The respondents have been asked if they are willing to participate in the survey and if they agree with this given an iPad to fill in the survey (Verhoeven, 2011).

##### **3.1.3 Reliability**

For the survey 385 respondents were needed to classify the survey as reliable, according to the online sample calculator used, with an error margin of 5% and a reliability level of 95%. By having this amount of respondents at minimum the results can be generalized over the entire population. The survey is focused on the visitors of IKEA Zwolle, therefore, to obtain reliable results over this population the survey will be held in-store and can for that reason only be filled in by visitors of IKEA Zwolle. The expected degree of dispersion in the results is unclear, therefore 50% is chosen since this is advised by the online sample calculator. An explorative factor analysis has been conducted to find underlying factors in the sustainability topics used at the question regarding awareness. This analysis resulted in 3 factors; production, societal and operations. Factor 1 has an Cronbach's alpha of 0,910, factor 2 has 0,853 and factor 3 0,872, making the factors internally consistent (Rasoft inc., 2013) (Verhoeven, 2011).

### 3.1.4 Internal and external validity

In order to ensure the validity of the survey, to measure what was actually aimed to be measured several measures have been taken. The internal validity of the survey has been maintained by conducting the survey in a relatively small period of time (two weeks), through doing this the risks of an external incident which could have been of influence was decreased. The survey questions have not been adjusted after the survey has started. And lastly, there is no risk of dropouts due to measuring only once. However the survey respondents know they are participating in a survey, so the test-effect, where respondents react differently because they know they participate in a research, might occur (Verhoeven, 2011).

The external validity of the research has been ensured through taking a random sample. As stated in chapter 3.1.2 the population consists of people of all ages (excluding non-adults), genders, nationalities and professions. The age of the potential respondent will be asked at the beginning of the survey, if the respondent is unable to fill in the question (since he or she is underage) he or she can return the iPad and the result will be non-response. To decrease the possibility of this occurring a questionable aged person will be asked for their age before they can agree with filling in the survey. Most of the visitors of IKEA Zwolle are Dutch, therefore the survey will be held in Dutch. Due to the Dutch language of the survey people who are unable to read the Dutch language are not able to participate.

The survey results regarding the awareness of the theorem: *'Possibility to return batteries, electronic devices and lamps'* are most likely not reliable. This is because the survey is conducted next to the place where batteries, electronic devices and lamps can be returned, and thus making the chance very likely that the visitor would see this while doing the survey. Where there would be a higher chance to miss this if the respondent would not stand for 5 minutes near that spot.

### 3.1.5 Operationalization of concepts and instruments

The research questions which are answered through the survey are the following three research questions:

- To what extent are the visitors of IKEA Zwolle aware of sustainability at IKEA Zwolle?
- Do the visitors of IKEA Zwolle care about sustainability, and what sustainability topics do they care about the most?
- What is the best way to communicate sustainability with the visitor?

The survey can be found in Appendix 3. The survey has been made using Enquetismaken.com. On this website students of Saxion University of Applied Sciences can make surveys for free with all options available. The survey consisted of 14 closed questions and 1 open question, this was done to not ask too much time of the respondents and to analyse the results easier. The client was interested in the differences between IKEA FAMILY members and non-members, therefore question 3 is added. The demographical questions, the IKEA FAMILY question and the 13<sup>th</sup> question have no direct relevance for answering the research questions. The open question is the last question and in this question the respondents can leave a note which could potentially be used for the advice.

The focus is on IKEA Zwolle in the research. Therefore in the survey there is a visible difference between IKEA Zwolle, IKEA and other companies. This starts at the introduction screen, to make sure that IKEA Zwolle is actually measured, and not IKEA in general.

Examples of survey questions used to answer the research questions are the following for awareness, importance of sustainability and communication of sustainability:

"To what extent are you aware of sustainability at IKEA Zwolle?"

Answer possibilities: Very well / well / reasonable / barely / not.

"To what extent do you find it important for IKEA Zwolle to give substance to corporate social responsibility?"

Answer possibilities: Not important / not very important / neutral / important / very important.

"Do you want more information about the way IKEA Zwolle deals with corporate social responsibility?"

Answer possibilities: Yes / No, I'm satisfied with the current information / No, I think there is too much information about this.

The sustainable initiatives are described in the results of research question 1. At the start of the research the idea was to ask the respondents through the survey if they knew about a certain initiative. This would be done through making it possible to select the known initiatives. However due to the immense amount of sustainable initiatives these are clustered using the literature of chapter 2.1.4. This literature describes an earlier research done by Alberic Pater at another company which researched sustainability topics and interests. These topics are translated in theorems in question 5, 6 and 7. The answering is done using the Likert scale method; with a small addition of adding the option to select 'I don't know' (Studiemeesters, 2018). Through this way the extent of what the visitor knows can be measured and if the visitor knows anything about a topic at all. Through this question every sustainable topic can be graded, and the awareness can be measured.

The visitors are asked in question 4 to rate IKEA Zwolle on corporate social responsibility using a 10 point scale and they are given the option to select 'I don't know'. The results of this question will provide IKEA Zwolle a grade on sustainability. This is the first questions about corporate social responsibility and there is in the question an explanation about what corporate social responsibility entails. The ten point scale is also explained, whereby 1 is very bad and 10 is very good.

At question 8 the respondent is asked how well he or she is aware of sustainability at IKEA Zwolle. Sustainability is measured by 5 items, on a 5 point Likert scale. This question, in combination with question 4, 5, 6 and 7 will provide the data for answering research question 2.

Question 13 provides 15 theorems where the respondent is asked about the subjective importance of each theorem. These theorems are the same theorems as in question 5, 6 and 7, with the exception being that they are not focused on IKEA Zwolle, but to companies in general. This is also underlined in the question itself, as well and grading the importance, not the score. These questions can be answered using the Likert scale with an additional option where the respondents can select 'I don't know / no opinion'. Through this question the importance of the sustainable topics of the visitors can be measured. Question 12 is about asking the visitor the importance of corporate social responsibility at IKEA Zwolle. This question can be answered through a 5 point Likert Scale. Question 12 and 13 have provided the data to answer research question 3.

To answer research question 4 survey questions 9, 10 and 11 are formulated. Research question 9 is also used to describe the interest of sustainability of the visitor of IKEA Zwolle to answer research question 3. Research question 9 has been used to determine if the visitors of IKEA Zwolle are interested in more information about sustainability, are satisfied with the current information or think there is too much information. This is used for research question 4. Question 10 and 11 are conditional questions, which will only appear if a 'Ja' is selected at question 9. These questions have helped to determine the best way of communicating sustainability to the visitors. Question 11 only has ways of communication where IKEA Zwolle can make changes to, for instance the catalogue of IKEA Zwolle could be used as a way of communication as well, but IKEA Zwolle is not able to change the catalogue. Additionally, research question 4 is answered through doing literature research based on the results of the survey.

### **3.1.6 Anonymity, privacy and integrity**

The survey's anonymity will be told to the visitors and can be seen on the first screen of the survey. It will also be made clear that the survey results will only be used for drawing a conclusion of a broader population, for the use within IKEA only.

### **3.1.7 Actual response**

The survey was first conducted on Monday the 9<sup>th</sup> of April 2018 and the last day was Wednesday the 18<sup>th</sup> of April 2018. During this period of time 389 respondents have filled in the survey, whereby one person did not finish the survey, giving an actual response of 388 respondents who have finished the survey. In figure 3.1 the surveying logbook can be found.

	10:30-12:00	13:00-14:00	14:00-15:00	15:30-17:00	Respondents	Cum. Respondents
<b>Monday 9-4</b>	x	x	x	x	54	54
<b>Tuesday 10-4</b>	x	x	x	x	71	125
<b>Wednesday 11-4</b>	x	x	x		60	185
<b>Thursday 12-4</b>	x	x	x		37	222
<b>Friday 13-4</b>	x	x			43	265
<b>Monday 16-4</b>	x	x	x		56	321
<b>Tuesday 17-4</b>	x	x	x	x	43	364
<b>Wednesday 18-4</b>	x	x			25	389
<b>Total</b>						<b>389</b>

Figure 3.1 Surveying logbook

The survey results can be found in Appendix 4. 70,4% of the respondents is female and 29,6% is male. 84.8% is a member of IKEA FAMILY and 15.2% is not. The average age of the respondents is approximately 49 years old.

## 3.2 Procedure and data-analysing

### 3.2.1 Procedure

To answer the main research question the research questions have been answered in a chronological order. The first research question was answered through desk-research, orienting conversations with employees and visiting the store. The initiatives found here have been merged into the topics of chapter 2.1.4. After finishing this phase the survey has been finalized using the literature, conversations with Maaïke Bloten and the supervisor of Saxion and the survey has been tested under several co-workers. This has been done to correct all mistakes and to make sure that the survey would measure what was aimed to be measured. After the testing phase was completed the survey was conducted under the visitors of IKEA Zwolle. The survey was conducted after the pay-desks of IKEA Zwolle, through asking visitors if they are willing to participate. After having conducted the survey under 389 respondents the field research phase was finished and analysing the results could be started. After analysing the results conclusions have been written to answer research questions 2, 3 and 4. The advice for IKEA Zwolle has been made after the analysing phase was finished and the results were published in chapter 4. The advice has been formed based on the results of the survey, literature research and observations made in the store. After finishing this phase the research report was thoroughly checked and some small edits have been made to finish the research.

### 3.2.2 Data-analysing

Analysing the results of the survey has been done through SPSS and enquetesmaken.com. The data of the survey has been extracted from Enquetesmaken.com and uploaded into SPSS. In SPSS the data has been recoded to be able to analyse the results.

### 3.2.3 T-Test and factor analysis

The client had interest in the differences between IKEA FAMILY members and non-members. Therefore a paragraph has been added to find out significant differences between these groups. This paragraph can be found in chapter 4.2.3. An one sample t-test has also been conducted to find out if there are any significant differences between the graded importance of the sustainability topics, this can be found in chapter 4.3.2 and the full results can be found in Appendix 6.

An explorative factor analysis has been conducted in SPSS to group the variables of the topics into fewer variables. This is done to find out which topics have the biggest influence on the grading sustainability at IKEA Zwolle. For the factor analysis a KMO and Bartlett's Test have been done to find out if the variables are suited for the factor analysis (Statistics how to, 2017). Principal axis factoring is used because the factor analysis was an explorative factor analysis and Varimax rotation has been chosen to interpret the results on a better way (RUG, 2007) (Universiteit van Amsterdam). The full results of the factor analysis can be found in appendix 5. The results of the factor analysis will be explained in chapter 4.2.3.

## 4. Research results and conclusions

In this chapter the research results will be explained and conclusions will be shown. The most relevant results from the research will be translated into figures and a small conclusion will be written to answer the research questions. Based on the results of the research questions the final advice found in chapter 5 will be made.

### 4.1 What does IKEA Zwolle do in regards to sustainability, and can this be seen by the visitors in the store, on the website or around the store?

In this subchapter the research results for research question 1 will be explained. This research question is answered by doing desk-research, orienting conversations with employees and through visiting the store in Zwolle. Due to the great number of sustainable initiatives the decision has been made to describe them in more detail in Appendix 2. To keep a decent overview of the sustainable initiatives these have been clustered into four topics: Sustainable operations, More sustainable life at home, People and communities and Co-workers. These clustered topics can be seen below in tables where a short description of the sustainable initiative can be seen as well as through which medium this is advertised.

#### 4.1.1 Sustainable operations

<b>Sustainable Initiative</b>	<b>Advertising medium</b>	<i>In the store</i>	<i>Website</i>	<i>Around the store</i>
<i>Furniture returning service</i>			X	
<i>Charging points electric cars</i>			X	x
<i>Collection point Batteries, EDS &amp; Lamps</i>		x	X	
<i>Box cutter for packages</i>				
<i>Waste separation</i>		x		x
<i>Returning old mattresses</i>			x	
<i>Unsold food transformation</i>				
<i>A+++ Energy label</i>				
<i>Exclusively LED-lights</i>			x	
<i>Minimal light use non-operational store</i>				
<i>5500 solar panels &amp; 9 windmills</i>				
<i>UTZ Certified coffee &amp; chocolate</i>		x		
<i>Vegetarian Swedish balls</i>		x	x	
<i>ASC Salmon &amp; MSC Haddock</i>		x	x	
<i>Flat-packages</i>		x	x	
<i>IWAY</i>			x	
<i>IKEA Foundation</i>			x	
<i>IWITNESS</i>			x	
<i>Bargains corner</i>		x		
<i>Carton recycling containers</i>				x
<i>Non-water urinals</i>		x		
<i>Heat cold storage system</i>				

Figure 4.1.1 Sustainable operations

#### 4.1.2 More sustainable life at home

Sustainable initiative	Advertising medium	In the store	Website	Around the store
Products MSL@H		x*	x	
FSC wood			x	
Better cotton initiative			X	
Mirrors without lead		X		
Energy labels on electronic products		X	X	
Exclusively selling led lights			X	
Tips on decreasing energy usage		X		
Solar panels		x	X	
Motivating bicycle use		x		

Figure 4.1.2 More sustainable life at home

\*Not every MSL@H (more sustainable life @ home) product has a sustainability label on them

#### 4.1.3 People and communities

Sustainable Initiative	Advertising medium	In the store	Website	Around the store
Let's play campaign			x	
Het Groene Oosten				
De Wilde Deerne		x	x	
Collecting for Travers Welzijn				
Unicef wishing cards		x		
Led-campaign		x	x	

Figure 4.1.3 People and communities

#### 4.1.4 Co-workers

Sustainable Initiative	Advertising medium	In the store	Website	Around the store	Co-worker area
Carpoollega					x
Supporting the use of bicycles					
Health week					x
Free fruit in co-worker restaurant					x
Demotivating use of the elevator					x
Refugee working in the kitchen					
Throw away corner					
Co-worker newsletter					x
8 WEZO employees					

Figure 4.1.4 Co-workers

#### 4.1.5 Conclusion

IKEA Zwolle does a great amount of things in regards to sustainability. Due to this great amount the decision has been made to not use these initiatives in the survey but to merge them into the topics provided at chapter 2.1.4. These 15 topics have been used in the survey. This conclusion was drawn up early during working on for research question 1, therefore the majority of the time and attention has been spent on research questions 2, 3 and 4.

## 4.2 To what extent are the visitors of IKEA Zwolle aware of the sustainability at IKEA Zwolle?

In this chapter the research results for research question 2 are explained. This research question is answered through survey question 4, 5, 6, 7, 8 and 14. At question 4 respondents could grade IKEA Zwolle on sustainability on a scale of 1 to 10. Question 5, 6 and 7 have combined 15 theorems about sustainability at IKEA Zwolle, these could be answered on a Likert Scale ranging from very good to very a bad, with the added option to select 'I don't know'. This option was added to find out where the respondents are most unaware of. At question 8 the respondents could grade their overall awareness of sustainability at IKEA Zwolle on a Likert scale ranging from very well to not at all. Question 14 is the last question about awareness and asks the respondents if they knew that IKEA Zwolle is the most sustainable store of IKEA Netherlands. In Appendix 3 the survey questions can be found and in Appendix 4 the survey results.

### 4.2.1 Rating sustainability at IKEA Zwolle

IKEA Zwolle scores on 8.54 on sustainability. 389 respondents filled in the question given it an average of 8.54 and the most selected option is a 9. 62 people selected the box 'I don't know' and are left out in the calculation of the average. In figure 4.2.1 the frequency distribution can be seen. The first hypothesis was that IKEA Zwolle would score an 7.5 or higher on corporate social responsibility, the result is higher and confirms the hypothesis: 'IKEA Zwolle will score an 7.5 or higher on sustainability'. This grade is high, this could be influenced by other factors. For instance IKEA has been named the best retailer of the year 2017 in the category living by ABN AMRO retailer of the year (emerce.nl, 2017).

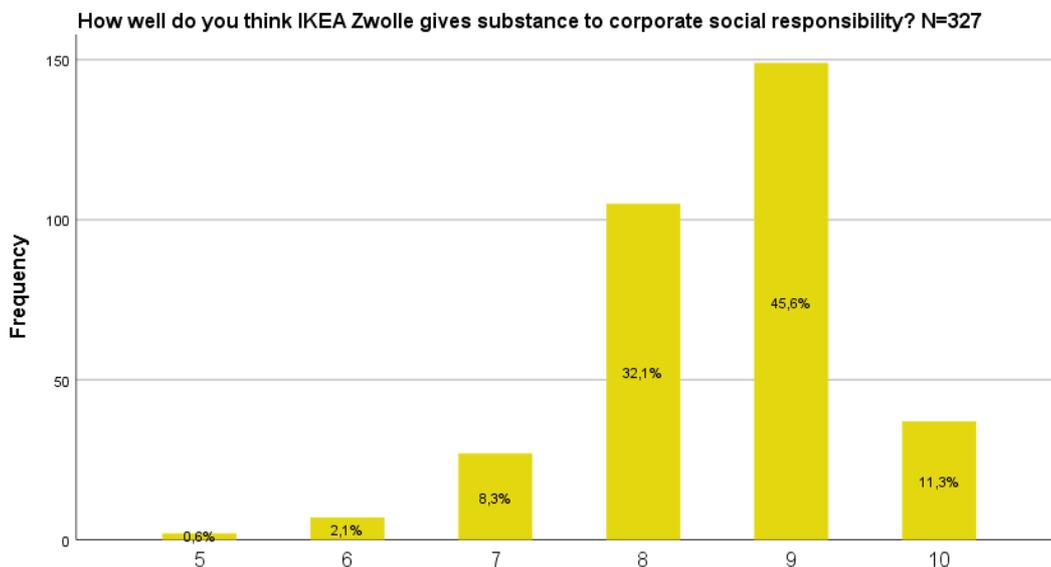


Figure 4.2.1 Frequency distribution rating sustainability

Between IKEA FAMILY members and Non-members there is a slight difference in the average score. IKEA FAMILY members give IKEA Zwolle an 8.56 (n=284) whereas non-members give IKEA Zwolle an 8.37 (n=43). This difference however has a significance of  $p=0.204$ , classifying the difference as not significant since it is above  $p=0.05$ . This rejects the hypothesis: 'IKEA FAMILY members will grade IKEA Zwolle significantly higher on sustainability'.

### 4.2.2 Awareness sustainability topics

Through survey question 5, 6 and 7 the respondents were able to rate IKEA Zwolle on certain sustainability topics as well as rating them on awareness. In figure 4.2.2, seen on the page below, the awareness and score of every topic can be found.

What can be seen in figure 4.2.2 is that 8 of the 15 topics are for more than 35% of the respondents unknown. Job opportunities for refugees and people with a distance to the labour market score very low in awareness, this is the same for transportation methods with low or zero emissions, guaranteeing animal welfare, use of sustainable wood or paper, cooperation with charities, the production of products in decent working conditions without child

labour and production in factories who act on a responsible way for the environment. While the unawareness is high, this still does reject the hypothesis: 'The sustainable topics are to unknown to 45% or more of the respondents'. Only 3 of the 15 topics meet this criteria.

### How well do you think that IKEA Zwolle gives substance to the CSR themes below?

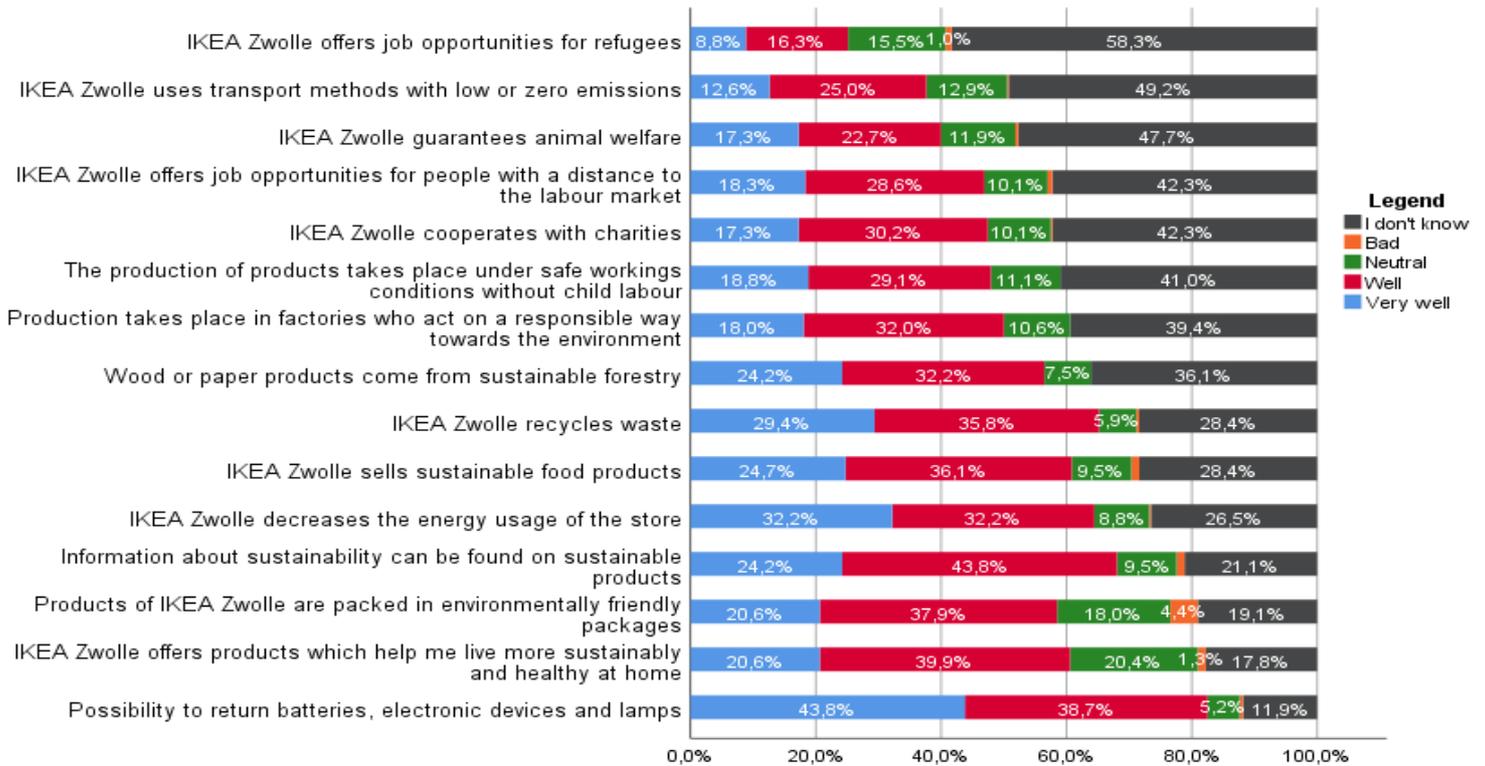


Figure 4.2.2 Substance CSR themes IKEA Zwolle

After rating the sustainability topics the question has been asked to what extent a visitor is aware of sustainability at IKEA Zwolle. This has been done deliberately after rating the topics to give the respondent a decent image of what sustainability entails. The results can be seen in figure 4.2.3.

58,7% of the visitors of IKEA Zwolle say that they are not or barely aware of sustainability at IKEA Zwolle. Only 11,1% of the respondents say that they are very well or well aware of sustainability at IKEA Zwolle. The results on this question give more doubt about the sustainability grade the respondents give to IKEA Zwolle.

### To what extent are you aware of sustainability at IKEA Zwolle? N=388

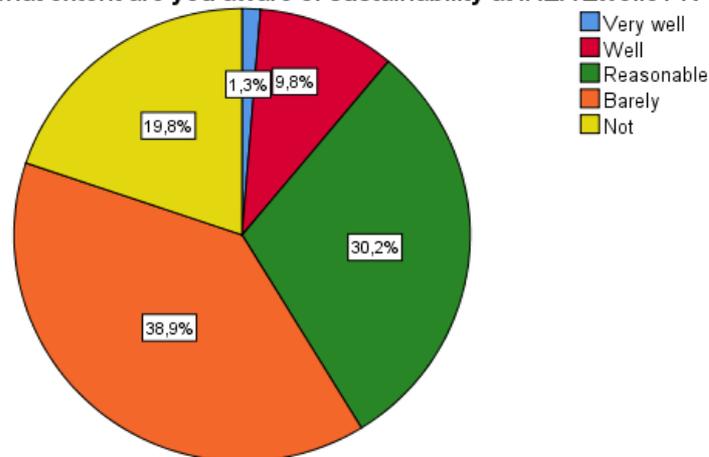


Figure 4.2.3 awareness visitors

The last question about awareness was asking the respondents if they knew that IKEA Zwolle is the most sustainable store of IKEA Netherlands. While this is told outside of the store in the parking garage and on the IKEA Zwolle website 69% of the respondents did not know this, as seen in figure 4.2.4 found below.

Did you know that IKEA Zwolle is the most sustainable store of IKEA Netherlands? N=388

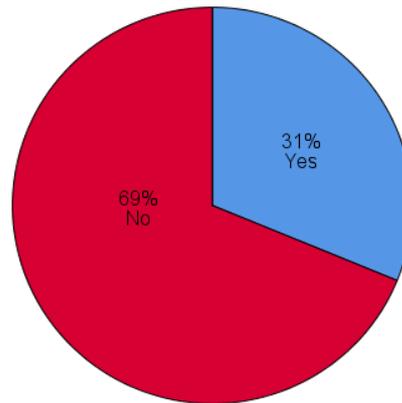


Figure 4.2.4 Most sustainable store

#### 4.2.3 Factor analysis sustainability topics and the relation to the sustainability grade

An explorative factor analysis has been done to find out the relation of the topics to the grade which was given to IKEA Zwolle. First the factor analysis has been done to find the correlation between the 15 topics. In this explorative factor analysis the results showed that the 15 topics could be merged into 3 factors. A KMO and Bartlett's Test has been conducted as well. The KMO test is done to find out if there is at least some correlation present between the topics, this gave a score of 0.916, which can be interpreted as good (the number should be between 0.8 and 1). Bartlett's test has been done to find out if the analysis is suited and significant for the data which is collected. The rotated factor analysis can be seen in figure 4.2.5 on the page below.

The 15 topics can be merged into 3 factors. With the exception being that usage of transportation methods with low or zero emissions has no real correlation with any of the factors, and is therefore left out. These three factors have an cumulative initial eigenvalue of 71,3%, meaning that they are responsible for 71,3% of the total answers to the question. These factors have been given the following names: 1 = production, 2 = societal and 3 = operations. These names are chosen since they best represent the topics selected. Factor 1 has an Cronbach's alpha of 0,910, factor 2 has 0,853 and factor 3 0,872. These scores can all be seen as high and therefore can be concluded that these items can be seen as one scale.

To find out the correlation between the factors and the score of sustainability of IKEA Zwolle an descriptive analysis has been done to find the significance. The results show that factor 1 and 3 are significant but factor 2 is not. This means that the visitors of IKEA Zwolle do not include the ratings of the topics of factor 2 into the rating they gave to the sustainability score of IKEA Zwolle which resulted in an 8.54. This is very interesting because this would mean that an improvement for factor 2 would not result in an improvement of the sustainability grade IKEA Zwolle has received.

It is an interesting finding, however the efforts made in these topics are still just as important as any other sustainable effort, just not on the grade which the visitors give IKEA Zwolle on sustainability.

Rotated Factor Matrix <sup>a</sup>			
	Factor		
	1	2	3
The production of products takes place under safe working conditions without child labour	0,744	0,253	0,234
Production takes place in factories who act on a responsible way towards the environment	0,783	0,275	0,251
Products are packed in environmentally friendly packages	0,679	0,233	0,258
Information about sustainability can be found on sustainable products	0,713	0,291	0,288
IKEA Zwolle offers products which help me live more healthy and sustainable at home	0,665	0,216	0,157
Wood or paper products come from sustainable forestry	0,673	0,412	0,259
Usage of transportation methods with low or zero emissions	0,404	0,497	0,280
IKEA Zwolle recycles waste	0,282	0,779	0,218
Possibility to return batteries, electronic devices and lamps	0,269	0,795	0,209
Decreasing the energy usage of the store	0,250	0,695	0,244
IKEA Zwolle sells sustainable food	0,293	0,711	0,272
guaranteeing animal welfare	0,433	0,313	0,552
IKEA Zwolle offers job opportunities for refugees/biedt baankansen voor vluchtelingen	0,354	0,222	0,536
IKEA Zwolle cooperates with charities	0,207	0,264	0,882
IKEA Zwolle offers job opportunities for people with a distance to the labour market	0,249	0,255	0,736

Extraction Method: Principal Axis Factoring.  
a. Rotation converged in 6 iterations.

Figure 4.2.5 Factor analysis

#### 4.2.4 Conclusion

A high percentage of the visitors of IKEA Zwolle are unaware of many of the topics. 58.7% of the visitors state after rating the sustainability topics that they are barely aware or are not aware at all of sustainability at IKEA Zwolle. The visitors of IKEA Zwolle do however rate IKEA very high on sustainability, giving IKEA Zwolle an 8.5, this grade might be influenced by other factors. IKEA Zwolle is the most sustainable store of IKEA Netherlands, yet nearly 7 out of 10 persons do not know this. There is a lot of room for growth in visitor awareness.

The societal factor, found in the factor analysis does have no significant influence to the grade of sustainability given by the visitors.

### 4.3 Do the visitors of IKEA Zwolle care about sustainability, and what sustainability topics do they care about the most?

In this chapter the research results for research question 3 are explained. This research question is answered through survey question 12 and 13. Where in question 12 the respondents are asked to grade the importance of sustainability at an organisation and in question 13 they are asked to rate the sustainability topics used before on importance.

#### 4.3.1 Importance sustainability

In survey question 12 the visitors are asked to rate the importance of sustainability on a scale from very important to not important. The results can be seen in figure 4.3.1.

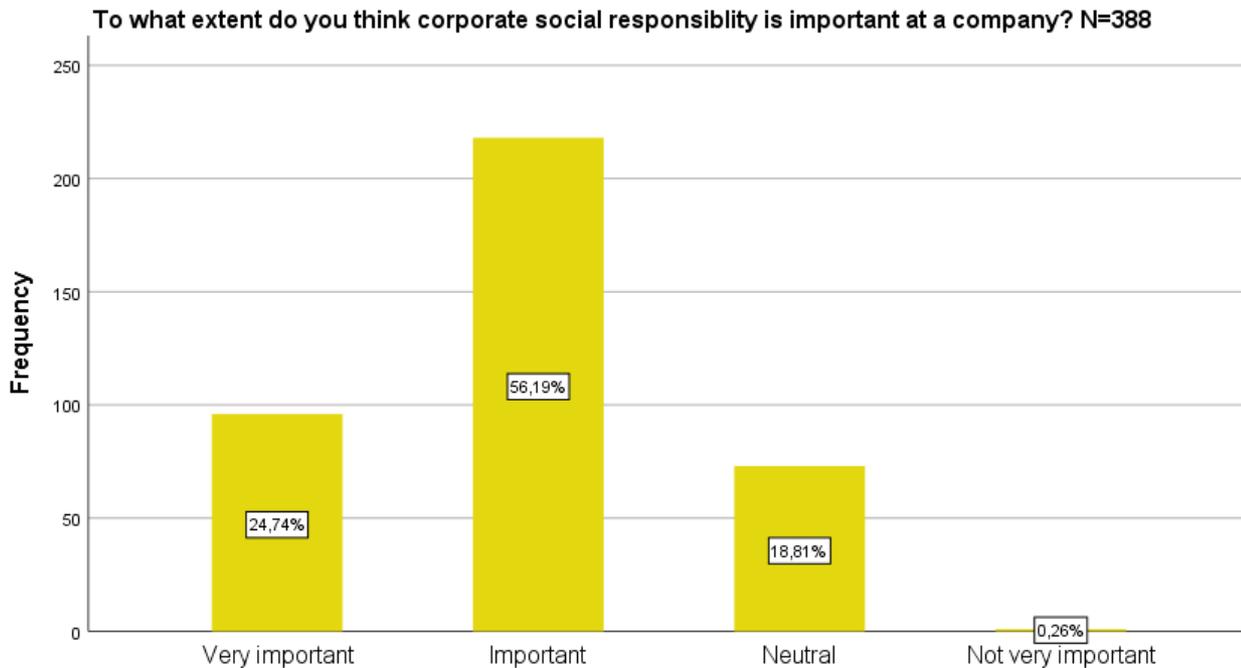


Figure 4.3.1 importance sustainability

Of the 388 respondents no one thinks sustainability is not important at a company and only 1 person rated sustainability as not very important. The majority of the visitors (80.9%) think sustainability is either very important or important at a company. This confirms the hypothesis: *'At least 72% of the visitors of IKEA Zwolle think sustainability is either important or very important at an organisation'*.

#### 4.3.2 Importance sustainability topics

As shown in figure 4.3.1 most of the visitors of IKEA Zwolle think sustainability is either very important or important. This can be seen back in the results of the question regarding rating the importance of sustainability topics. The topics chosen for this are the same topics as the topics used for measuring awareness. The topics are measured on a scale from very important to completely unimportant with an additional option to select 'I don't know'. The respondents who selected 'I don't know' are left out of the results. On the next page in figure 4.3.2 the results can be seen.

The topic with the highest 'very important' percentage is found on top of the list, and the lowest score on the lowest point of the list.

### To what extent do you find the corporate social responsibility themes below important? N=350

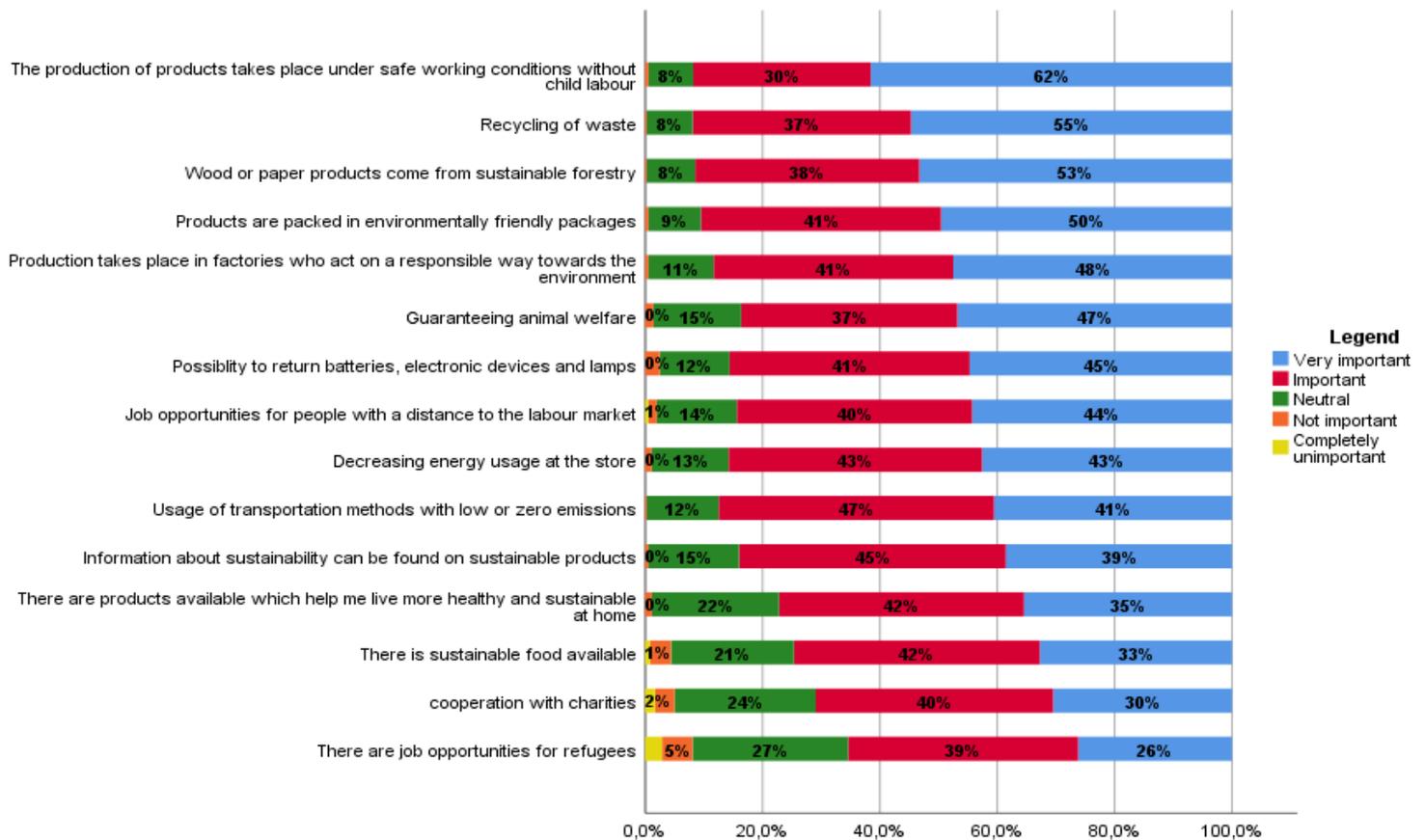


Figure 4.3.2 importance sustainability topics

Figure 4.3.2 shows just as figure 4.3.1 that sustainability is very important at a company. Figure 4.3.2 does show some differences between the topics but it does not show the differences very clearly, since the majority of votes has gone to either very important or important. Therefore figure 4.3.3 has been made where the answering scale has been transformed into scores. A 1 is given to 'very important', a 2 for 'important', 3 for 'neutral', 4 for 'not important' and 5 for 'completely unimportant'. By doing this an average can be given to each topic, where the closer to 1 the greater the importance. This is done to make the differences between the topics more clear.

### Average scores

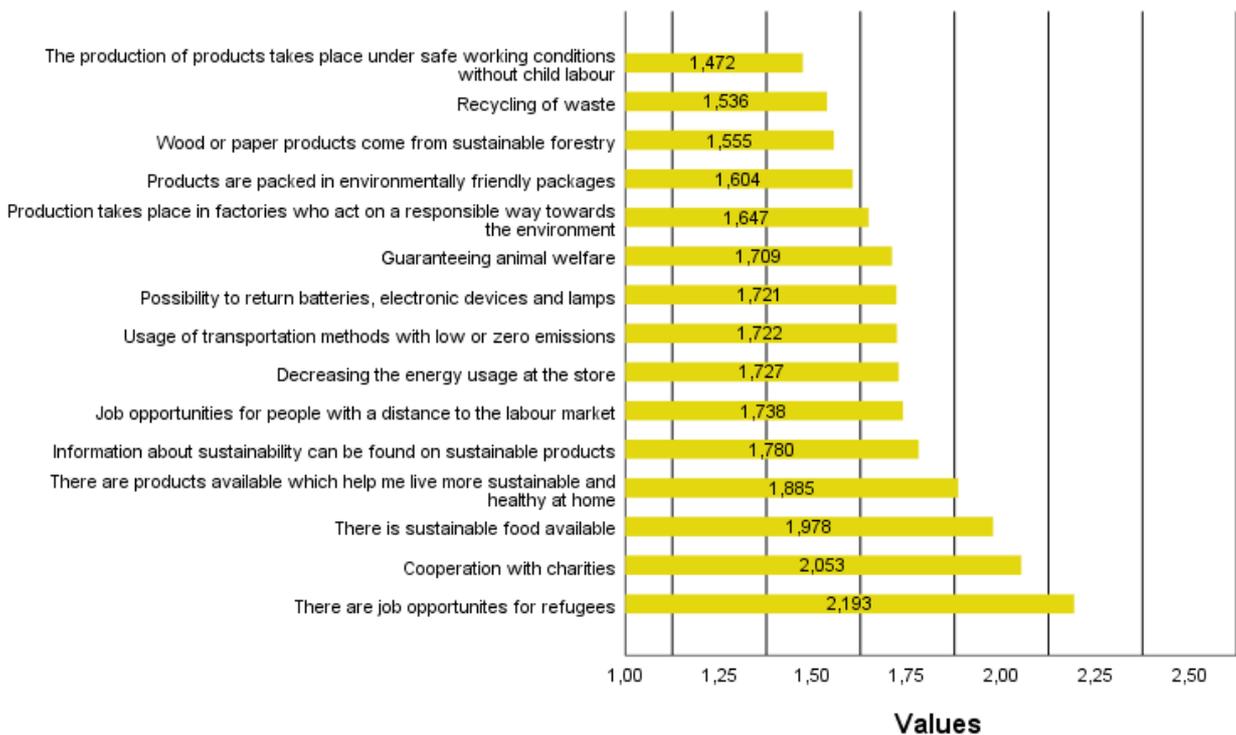


Figure 4.3.3 average scores

The average score of importance of all the topics is 1.754. A one sample T-test has been done in SPSS to find out if there are topics which are significantly more or less important than the average to the visitors of IKEA Zwolle. The full analysis can be found in Appendix 6. The following topics are of significant higher importance (SPSShandboek):

- Production of products takes place under safe working conditions without child labour
- Production takes place in factories who act on a responsible way towards the environment
- Products are packed in environmentally friendly packages
- Recycling of waste
- Wood or paper products come from sustainable forestry

The following topics are of less significant importance (as seen in figure 4.3.2 these topics are still seen as important, however of less importance than the other topics):

- There are job opportunities for refugees
- Cooperation with charities
- There is sustainable food available
- There are products available which help me live more healthy and sustainable at home

#### 4.3.3 Conclusion

Approximately 80% of the visitors of IKEA Zwolle think sustainability is either very important or important. This can be seen back in the importance of each topic. For every topic at least 60% rates the topic as very important or important. The top five most important topics are production under safe working conditions without child labour, recycling of waste, wood is from sustainable sources, products are packed in environmentally friendly packages and production in factories that are responsible for the environment. These top 5 topics are also rated significantly more important than the average of the importance score of the topics. If IKEA Zwolle would want to communicate sustainability more they should start with focusing on these topics.

## 4.4 What is the best way to communicate sustainability with the visitor?

This research question is answered through survey question 9, 10, 11, literature research and some of the results of research question 2 and 3. First the results of survey question 9, 10 and 11 will be explained and after that the results will be analysed based on the literature research and the results of research question 2 and 3.

### 4.4.1 Information requirements of the visitor

To find out if the visitors are interested in more information about sustainability at IKEA Zwolle survey question 9 has been asked. In figure 4.4.1 found on the page below the results can be seen. 28,1% are interested in more information about sustainability at IKEA Zwolle. The majority of the people (71,9%) are not interested in more information. 65.7% thinks that the current amount of information is sufficient and 6.2% thinks there is too much information about sustainability at this moment. The hypothesis '40% or more of the visitors of IKEA Zwolle think they do not communicate sustainability enough' is rejected with a score of 28,1%.

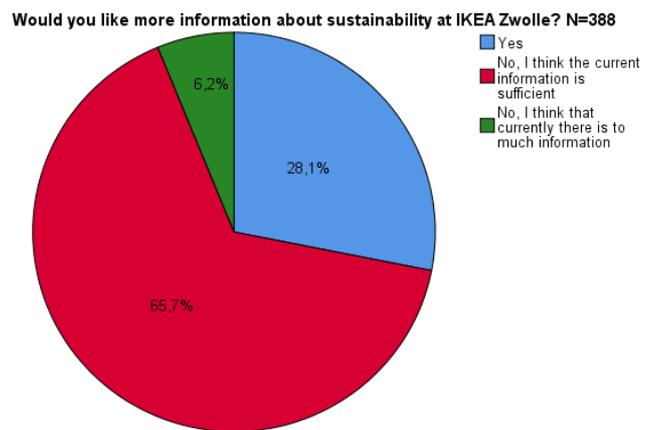


Figure 4.4.1 More information sustainability

### 4.4.2 Information requirements & medium of communication

Survey questions 10 and 11 are conditional questions, and were only visible to participants of the survey who selected the option 'Ja' at question 9, meaning that they are interested in more information about sustainability. First, the question is asked about which topics they would like more information, where a maximum of three options could be chosen. After this question the preferred medium of communication could be chosen, again with a maximum of three options. In figure 4.4.2, seen below, the frequencies of the topics chosen can be seen.

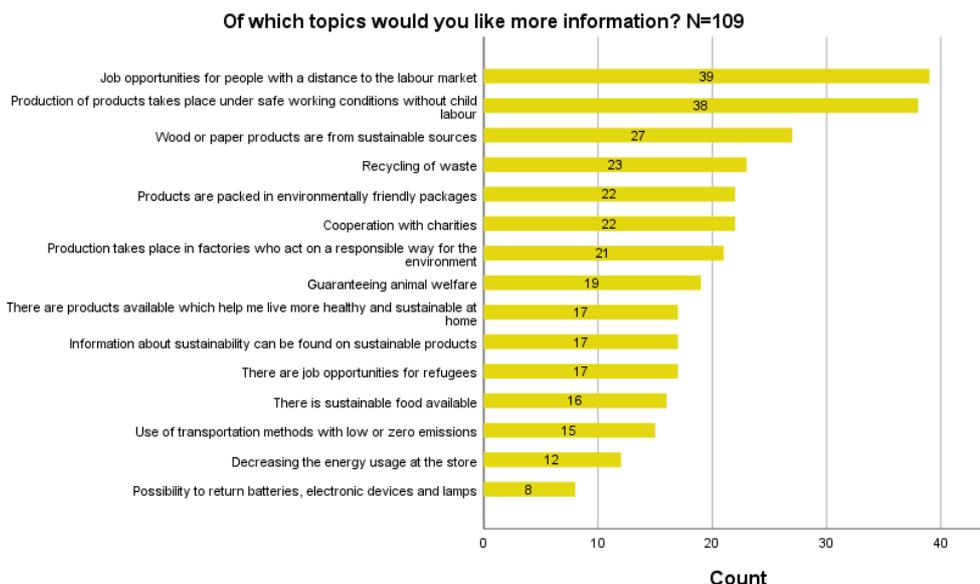


Figure 4.4.2 Information interest topics

Two topics stand out; job opportunities for people with a distance to the labour market and production of products takes place under safe working conditions without child labour.

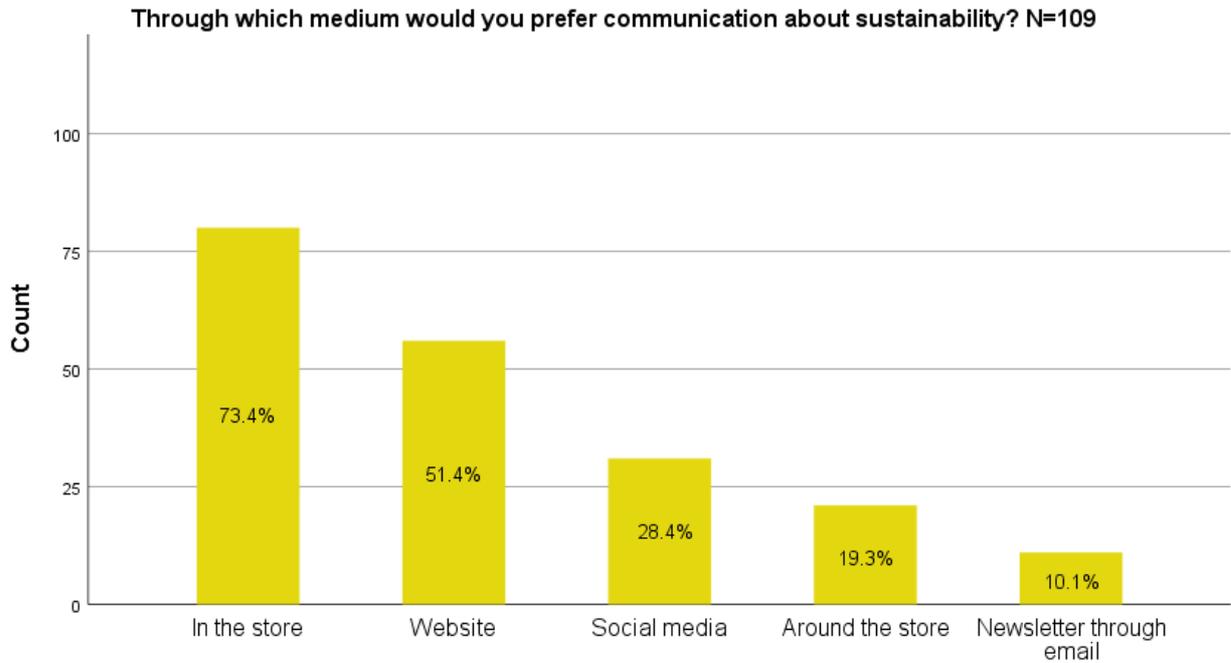


Figure 4.4.3 communication method

In figure 4.4.3 the preferred way of communicating sustainability can be seen. This survey question was a multiple choice question. What can be seen is that the majority of the visitors who are interested in more information about sustainability would like to receive this in the store or on the website. Social media, around the store and a newsletter through email are less popular choices.

#### 4.4.3 Unawareness versus importance

In chapter 4.3.2 the importance of the sustainability topics was graded and compared to the other topics, in table 4.4.4, seen below, the importance is compared to the awareness of each topic. When looking at the awareness (only the score of 'I don't know' explained in chapter 4.2) versus the importance (the closer to 1 the higher the importance) the following results can be seen:

	Unawareness	Importance score
The production of products takes place under safe working conditions without child labour	41%	1.472
Recycling of waste	28.4%	1.536
Wood or paper products come from sustainable forestry	36.1%	1.555
Products are packed in environmentally friendly packages	19.1%	1.604
Production takes place in factories who act on a responsible way towards environment	39.4%	1.647
Guaranteeing animal welfare	47.7%	1.709
Possibility to return batteries, electronic devices and lamps	11.2%	1.721
Usage of transportation methods with low or zero emissions	49.2%	1.722
Decreasing energy usage at the store	26.5%	1.727
Job opportunities for people with a distance to the labour market	42.3%	1.738
Information about sustainability can	21.1%	1.780

be found on sustainable products		
There are products available which help me live more healthy and sustainable at home	17.8%	1.885
There is sustainable food available	28.4%	1.978
Cooperation with charities	42.3%	2.053
There are job opportunities for refugees	58.3%	2.193

Table 4.4.4 Unawareness vs. importance

Three of the five most important topics have a relatively low awareness score. There is a lot of room for improvement in these topics. While guaranteeing animal welfare has not been graded significantly more important than the average there is still a lot of room for improvement in this topic. When looking at the less significant topics in terms of importance the awareness is very low at cooperation with charities and there are job opportunities for refugees. Those topics have a lot of room for improvement but it would be more valuable to improve the awareness of the more important topics first. Lastly, while guaranteeing animal welfare is not significantly above average in terms of importance, the awareness has a lot of room of improvement.

#### 4.4.4 Conclusion

28% of the visitors of IKEA Zwolle are interested in more information about sustainability. Job opportunities for people with a distance to the labour market, production under safe working conditions without child labour and wood or paper products are sources from sustainable sources are preferred to gain more information about. The most preferred medium of communication is in the store followed by on the website.

The production of products takes place under safe working conditions without child labour, wood or paper products come from sustainable forestry and production takes place in factories who act on a responsible way towards environment are the topics in which the most improvements could be made based on their awareness and importance.

## 5. Conclusion and Advice

In this chapter the conclusion and the advice will be explained. The conclusion has been written based on the results of the research and can be found in chapter 5.1. Thereafter the advice has been formed and is shown in chapter 5.2.

### 5.1 Conclusion

In this chapter the conclusion of each of the research questions is formed in a chronological way. Lastly, a conclusion is written to answer the main research question.

IKEA Zwolle does many things regarding sustainability. The amount of sustainable initiatives is very high. It was not possible, nor was it useful to precisely measure the awareness of the visitor of all these initiatives. Many of the sustainable initiatives are barely shown to the visitors in the store, on the website or around the store. While not every sustainable initiative is worth showing this amount is nevertheless not very high. The conclusion is that there are too much sustainable initiatives to ask the visitors in the survey. This conclusion was drawn up very soon after starting to work on research question 1, therefore not as much attention as planned was given to the first research question, since the relevance was lower.

IKEA Zwolle does a lot in regards to sustainability, but the visitors do not know many of the topics, 8 of the 15 topics are unaware to more than 35% of the visitors and when the visitors are asked afterwards how well aware they are about sustainability at IKEA Zwolle 58.7% says they are barely aware or not even aware at all. While the hypothesis that 45% of the visitors are not aware of each sustainability topic is rejected the awareness of sustainability at IKEA Zwolle is still low.

The visitors of IKEA Zwolle give IKEA Zwolle an 8.5, which is very high, yet when they are asked in detail about sustainability they are not very aware. This grade is likely to be influenced by other factors such as the good reputation IKEA has, as 58,7% of the respondents say that they are not aware or barely aware at all of sustainability at IKEA Zwolle. It can be concluded that the IKEA Zwolle brand has a positive image around it regarding CSR, but people don't really know what IKEA Zwolle does, as they are unaware of many of the sustainability topics.

69% does not know that IKEA Zwolle is the most sustainable store of IKEA Netherlands and 58,7% is not aware or barely aware of sustainability at IKEA Zwolle. There is a lot of room for improvement regarding the awareness of sustainability.

The factor analysis gave the interesting insight that the societal factor (which includes Job opportunities for refugees, donating to charities, job opportunities for people with a distance to the labour market and guaranteeing animal welfare) is of no significant influence to the grade the visitors give towards sustainability.

Approximately 80% of the visitors of IKEA Zwolle think sustainability is either very important or important. This can be seen back in the importance of each topic. For every topic at least 60% rates the topic as very important or important. The top five most important topics are production under safe working conditions without child labour, recycling of waste, wood is from sustainable sources, products are packed in environmentally friendly packages and production in factories that are responsible for the environment. These top 5 topics are also rated significantly more important than the average of the importance score.

28% of the visitors of IKEA Zwolle are interested in more information about sustainability. 66% thinks the current information about sustainability is sufficient and 6% thinks there is too much information about sustainability. Of the people who would like more information about sustainability the following topics are preferred to see more information about: job opportunities for people with a distance to the labour market, production under safe working conditions without child labour and wood or paper products are sourced from sustainable sources are preferred to gain more information about. The most preferred medium of communication is in the store where 73% or the respondents selected the box followed by information on the website which was selected by 51% of the respondents.

In the awareness versus importance table became clear that the topics: production of products takes place under safe working conditions without child labour, wood or paper products come from sustainable forestry and production takes place in factories who act on a responsible way towards environment are the topics in which the most improvements could be made.

The main research question for the research was: *"To what extent are the visitors of IKEA Zwolle aware of the sustainability at the store, do they care about this, what topics do they care about the most and how can sustainability be communicated in the best way to the visitor in FY19?"*

In the results became clear that the visitors are not very aware of sustainability at IKEA Zwolle and that there is a lot of room for improvement in awareness. The visitors do certainly think sustainability is important and some topics are of greater importance than other topics. While the majority of the visitors are not necessarily interested in more information about sustainability it is still likely to improve the reputation of IKEA Zwolle if the decision would be made to communicate sustainability more to the visitor especially in the store. The best topics to focus on are the topics with a relative low awareness percentage but with a high importance score.

## 5.2 Advice

At the start of the research IKEA Zwolle did not know the visitor awareness of sustainability at the store, nor did IKEA Zwolle know the interest and importance of sustainability of the visitor and the way this could be communicated the best way in FY19. The results of the research show a clear conclusion and provide the information needed to make a sustainability communication advice. The advice is based on the conclusion written in chapter 5.1 and the theoretical framework found in chapter 2. The main point of this advice is to communicate more about sustainability, this is explained below.

IKEA Zwolle has a lot of room for improvement in terms of visitor awareness of sustainability. The advice is to communicate sustainability more to the visitor, as around 58% of the visitors state that they are barely or not aware at all of sustainability at IKEA Zwolle and more than 80% of the visitors state that they think sustainability is either very important or important. There is an increasing trend of consumers who look for sustainable aspects when making a purchase (48% in 2017 versus 30% in 2013, according to Dossier Duurzaam).

Through improving awareness of sustainability customer loyalty can be improved, according to the study of van Doorn et al., a better perception of corporate social responsibility at a company can improve the customer loyalty and will create a higher positive customer attitude towards a company. The research of Jens Newig et al., from chapter 2.1.5 provided the insight that CSR communication can enhance corporate reputation. Hereby there should not be any more attention to 'doing good' than to 'avoiding bad', as stated in the research conducted by Lin-Ha & Müller in chapter 2.1.1. Furthermore, service quality is according to the research from Brockhaus et al., another important pillar in the sustainability reputation of a company. If IKEA Zwolle decides to communicate sustainability more, customers need to be positive about the service quality.

Based on the findings of the survey regarding the importance of sustainability, the current awareness of sustainability at IKEA Zwolle and the literature research the advice has been formed to communicate sustainability more to the visitors, keeping in mind that approximately 72% of visitors are not interested in more communication about sustainability. This is a difficult situation; the importance of sustainability is high, the awareness is low and there is not necessarily more interest in more communication about sustainability. Therefore it is important to keep the communication humble, and certainly not to communicate too much.

The greatest improvements can be obtained on the following four topics (based on the awareness score and importance score):

1. The production of products takes place under safe working conditions without child labour
2. Wood or paper products come from sustainable forestry
3. Production takes place in factories who act on a responsible way towards environment
4. Guaranteeing animal welfare

These four topics score relatively low in awareness and high in importance according to the visitors of IKEA Zwolle. IKEA Zwolle would gain the most by communicating sustainable initiatives related to these four topics. The topics 'recycling of waste' and 'products are packed in environmentally friendly packages' are in terms of importance not to be overlooked. These topics score high on importance however their awareness is higher than the four topics provided above, therefore it would be better to focus on the four topics provided above and after that on those two topics.

The best way to communicate these topics to the visitor is by communicating in the store. Although on these four topics the most improvements can be achieved, the advice is certainly not only focused on these four topics. As all

the topics are mostly rated 'very important' to 'important' it would do good for the reputation of IKEA Zwolle to communicate in store about all the topics.

In the store is the most preferred method chosen by the visitors. However, the majority of the visitors think that the current amount of information about sustainability is sufficient. Therefore the advice is to keep the communication humble and certainly not to communicate too much about sustainability.

To make the sustainability message as clear as possible the advice is to use graphics without a lot of text. Use the image to attract attention and use as few words as possible to make sure the visitors receives the full message. An example for this would be a graphic image of a rainforest, with the text being: "77% of our wood comes from more sustainable sources". The visitor would be attracted by the nice view of the rainforest and unbeknownst find out what IKEA does in regards to the origin of wooden or paper products, all within a few seconds time.

## Communication plan

Through doing a store visit the options of communicating sustainability in the store has been researched. The results of this visit were 12 potential places were IKEA Zwolle could decide to emit a sustainability related message. These 12 potential places were mostly located in the showroom area. In the market-hall was insufficient space available for sending sustainability messages in a graphic form. However it is possible to promote sustainability at IKEA on a more product-level in the market-hall area (the market-hall starts after the restaurant and ends at warehouse). In figure 5.2 below a blueprint of IKEA Zwolle is found with a sustainability communication plan. The blueprint of level 1 is only used since there is only one available spot in the level 0 blueprint.

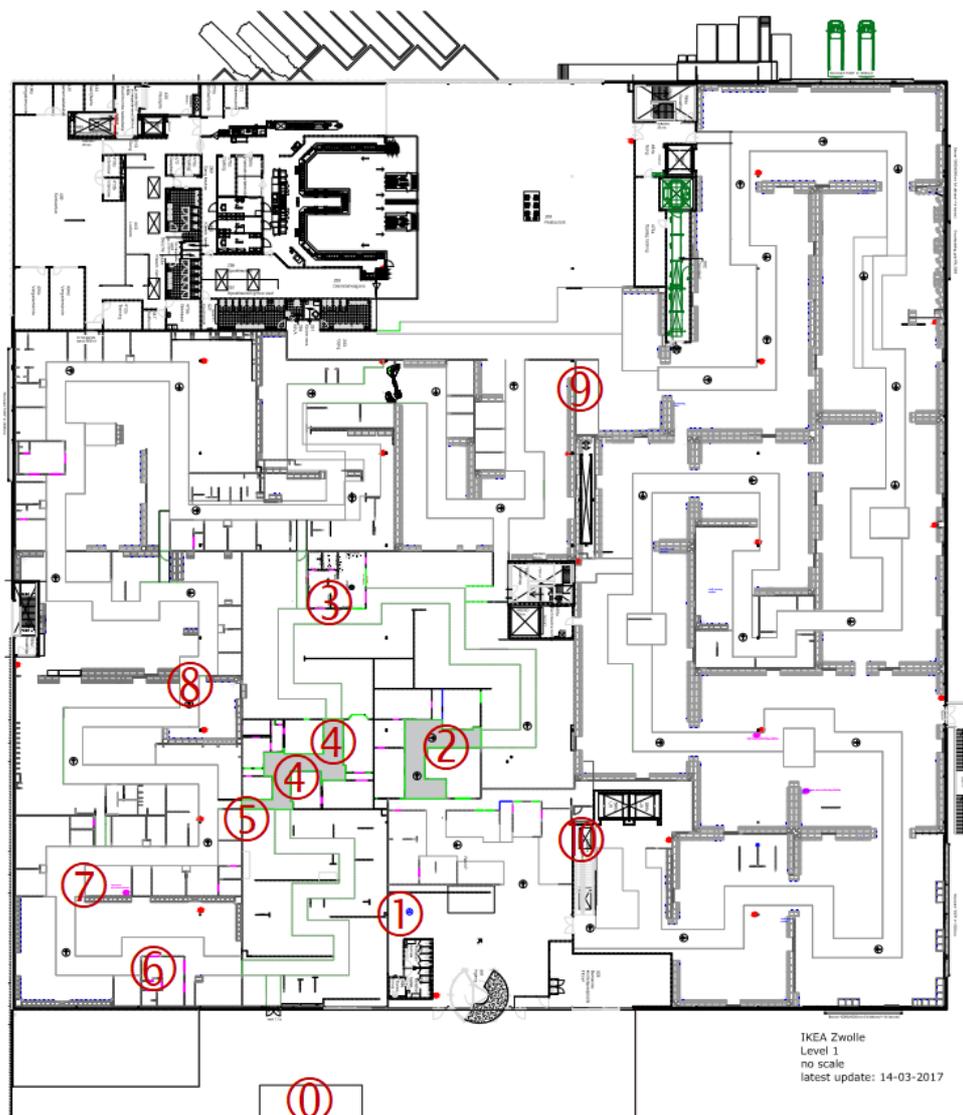


Figure 5.2 Communication plan

As seen in figure 5.2 11 spots have been marked on level 1 of the store, starting in the elevator towards level 1 and ending at the elevator in the store which goes to level 0. The exact place of most of the points can be found in Appendix 7 where photos are shown of the spots.

Every one of these spots marks an opportunity to place a sustainability message towards the visitor. These spots have been chosen by doing a walk through the store and carefully looking for places to emit a sustainability message.

A blueprint of level 0 of the store is not included, since only one place was found where a sustainability message could be emitted. This place is next to the place where batteries, electronic devices and lamps can be returned.

The idea of the communication plan is to pick several spots where sustainability efforts could be shown to the visitor, to make them more aware of sustainability. Spot number 0, 1, 9 and 10 offer especially a good opportunity to communicate sustainability:

Spot number 0 is in the elevators from the parking deck towards the store entry. In the elevators there is place for 5 small advertising signs. One of these advertising signs could be used periodically to emit a sustainability message.

Spot number 1 is on the left side after entering the store. Here is a sanitation room and an IKEA FAMILY kiosk. Behind this kiosk and on the way to the sanitation room is a big white wall. On this wall there is a lot of room for a sustainability message. The downside of this place is that the people who will walk directly into the store will miss it.

Spot number 9 marks an interesting opportunity. This spot is where the visitors can pick a cart to put in the goods they would like to buy. This is rather large white wall. On this spot a big sustainability message could be placed which would be viewed by a large number of visitors.

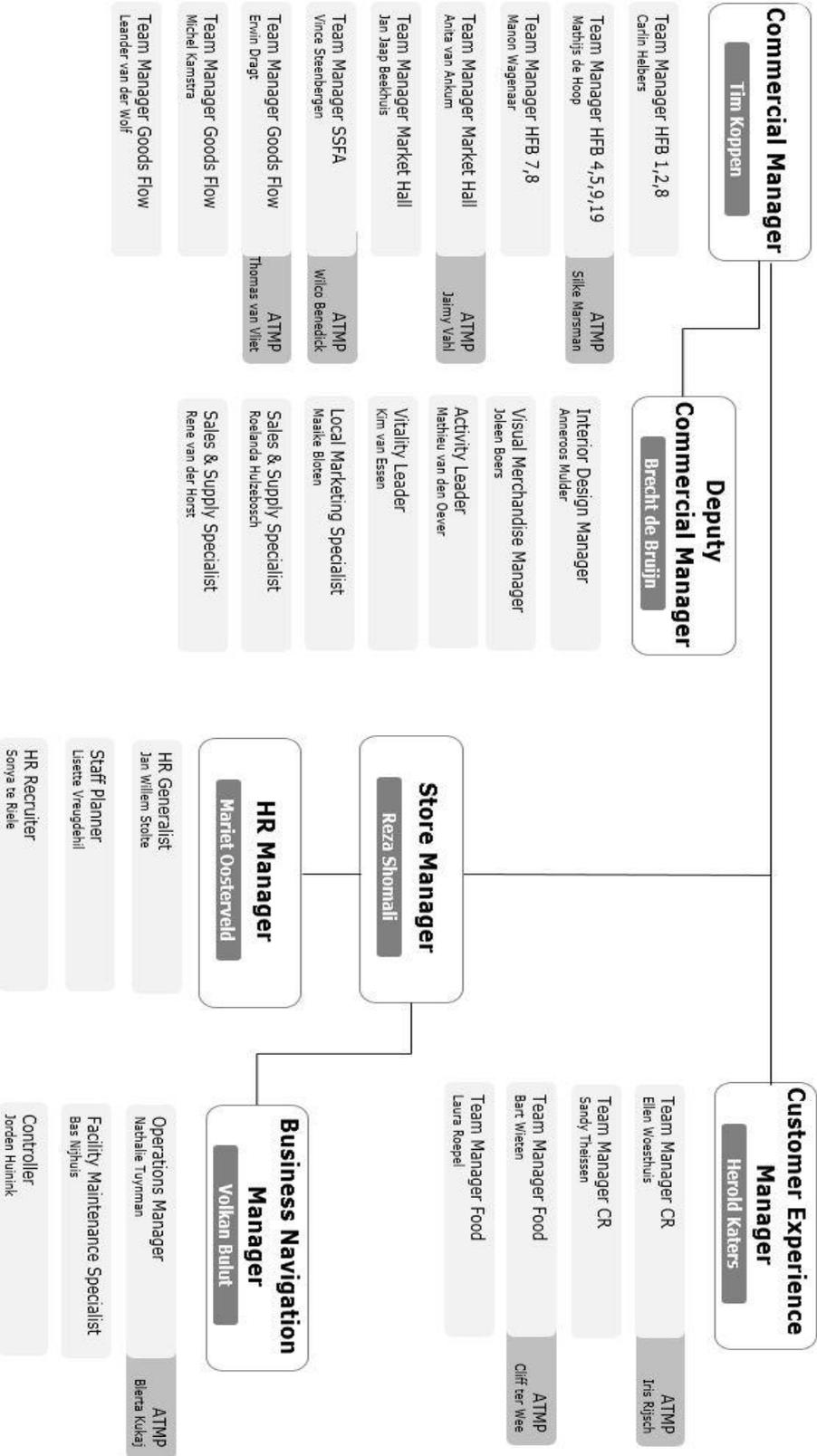
Spot number 10 is the area which the elevator which goes to the storage area. There is a big white wall on the left and on the right side and also when going downstairs there is a big white wall above. These walls mark an opportunity because a visitor is waiting till they are downstairs doing nothing, a wall painting would be interesting to see or read during this time.

Two other places where IKEA Zwolle could potentially communicate sustainability are in the restaurant using table talkers and between the storage racks in the storage area.

Finally, communication sustainability is something which is done to inform the visitors of the initiatives you have taken to improve yourself and your stakeholders for a better tomorrow. But sustainability is not about communication, it is about taking action to operate on a responsible way economically, environmentally and societal. Continue to be exemplary IKEA.

# Appendix 1: Organisation Chart IKEA Zwolle

## IKEA Zwolle organisation



## **Appendix 2: Sustainable initiatives IKEA Zwolle**

In this appendix all the sustainable initiatives of IKEA Zwolle can be found.

### **Sustainable operations**

#### **Furniture returning service (Zwolle)**

IKEA Zwolle takes the furniture back from the customer in return for a voucher. IKEA Zwolle takes the following furniture back: Dressers, tables, side tables, bookcases, wall shelves, chairs, bureaus, small cases and shoe cases. This service works through emailing a photo of the product which the customer wants to return to IKEA Zwolle. Certain characteristics like age of the product have to be told. Once this is done IKEA Zwolle will email back with the amount they are willing to give for the product. The customer has 15 days to return the product for the voucher at the customer service point in IKEA Zwolle (Inter IKEA Systems B.V., 2016).

#### **Charging points for electric cars 4x (Zwolle)**

At IKEA Zwolle there are 4 parking spaces for electric cars. Here the electric cars can be charged while the visitor goes to IKEA Zwolle. It takes around 2 hours to fully charge an electric car parked at the parking spot.

#### **Collection points for empty batteries, light bulbs and other electronic devices at the end of the store (NL)**

After the pay desk there is a possibility to throw away empty batteries, light bulbs and other electronic devices. Visitors can deliver these things for free in the recycling bin. IKEA recycles these devices through third parties so that they will not end up on a landfill (Bulut, 2018).

#### **A box cutter through which new boxes can be made to replace damaged ones (Zwolle)**

At IKEA Zwolle a box cutter is in use which can make new carton boxes to replace damaged boxes. Sometimes it happens that a box of a product is damaged but the product is still intact and not damaged at all. These products were previously thrown away or sold in the discount shop. With this machine the new carton box can be wrapped around the product and the product can be sold as intended (Zee, 2017).

#### **Waste separation (Zwolle)**

At IKEA Zwolle all waste is separated. The plastic and carton is separated at the compartment filling process and the waste is separated in the employee areas. All the waste which is separated will be sent to collectors which will then recycle it.

#### **Returning service of old mattresses**

At IKEA a customer can, when he or she buys a new mattress in the store and wants this delivered at his house, return his or her old mattress for €18.99. The customer decides to purchase a mattress at IKEA, provides for the correct information and decisions at the information desk, pays at the pay desk, and then once the driver delivers the mattress he will take back the old one. The components of the old mattresses are recycled for around 85-90% (Inter IKEA Systems B.V., 2017).

#### **Unsold food is transformed into pig feed or biomass (Zwolle)**

The restaurant food which is not sold to the customer is not simply thrown away. The food is first weighed and archived in the database, this is done to give IKEA Zwolle an insight into the amount of food which is made to much, to adjust the amount of food made in the future. Then after the weighing is done the food is thrown in a compressor which grinds the food and sucks out all the water. The leftovers from this process are then used as pig feed or can be used as a biomass fuel (Zee, 2017).

#### **IKEA Zwolle has an A++++ Energy label (Zwolle)**

IKEA Zwolle has an A++++ energy label. This is the highest possible energy label for utility buildings

in the Netherlands (Rijksdienst voor Ondernemend Nederland, 2018). This energy label means that the building is very energy efficient.

### **Exclusive use of led lights (NL)**

The lighting of IKEA Zwolle is exclusively provided through led lighting. This means that in the parking area, in the store and in the employee area only led lighting is used which saves around 85% more energy than a normal light source. Since 2015 IKEA also exclusively sells led lighting to the customer.

### **Minimal light use when the store is not operational (Zwolle)**

At IKEA stores in the Netherlands there is a difference between not being operational and commercially operational. For instance at 6 in the morning logistics start to work and require lighting. This is when the store is operational, however not commercially operational. Once the customers enter the store the store becomes commercially operational. The lighting for all customers does not go on until 09:30, and this is significantly later than other stores in the Netherlands. The restaurant opens for customers at 09:00, and only the pathway to the restaurant will have lights on (Bulut, 2018).

### **5500 solar panels on the roof and 9 windmills (Zwolle)**

IKEA Zwolle has 5500 solar panels on the roof and 9 windmills to generate electricity. These solar panels and the windmills make it possible to generate 885 MWh and save around 510.000 kg CO<sub>2</sub>. The energy usage is 30% lower than the average IKEA store in the Netherlands.

### **Coffee and chocolate**

At the Swedish food market, found after the pay desks, only UTZ certified coffee and chocolate is sold. UTZ certification means that the products are sourced and produced in a sustainable way (UTZ, 2018).

All the coffee, in both the employee area and the customer area is UTZ certified.

Several packages of products sold are made from FSC certified carton. This contains that the wood used for this packaging is grown on a sustainable way (FSC, 2018).

### **Vegetarian Swedish balls**

In the restaurant of IKEA Zwolle it is possible to buy vegetarian Swedish balls. Since April 2015 the famous Swedish balls can now also be bought without meat in them. The balls are made of chickpeas, green peas, carrots, red peppers, corn and kale. Since the balls are made from exclusively vegetables vegans can also eat them (Gewoon duurzaam, 2017).

### **ASC Salmon, MSC Haddock**

In the restaurant the salmon and the haddock are both fished on a sustainable way. The salmon has the ASC label and the haddock has the MSC label. The ASC label guarantees that the fish is produced on a positive way for the environment and that the labour conditions are good (Labelinfo). MSC certification is somewhat similar to the ASC label, it means that the fish is fished on a sustainable way (Marine Stewardship council).

### **Flat-packages**

Since 1956 IKEA offers flat packages and self-assembly furniture. By transporting the furniture for the stores in this way a more efficient use of space is possible. This decreases the amount of transportation which is needed.

An example of this are mattresses; nearly all mattresses at IKEA Zwolle are packed coiled. This saves space for everyone, IKEA can transport greater quantities per truck and the customer can even take the mattress home using a bicycle or a small car.

### **IWAY**

IWAY is the IKEA supplier code of conduct, which IKEA demands of suppliers to accept and implement in their business if they want to be a supplier of IKEA. It is based on the conventions of the

Fundamental Principles of the Rights at Work, the International Labour Organisation and the ten principles of the UN global compact. In this standard a great number of requirements for the supplier and even sub-suppliers are stated, regarding the environment and the workers of a certain supplier (IKEA, 2016).

### **IKEA foundation**

The IKEA foundation is a part of IKEA. What the IKEA foundation does is trying to create a lasting change through funding long-term programmes in poor communities all over the world. In 2016 the IKEA foundation donated 142 million euro to projects all over the world. An example of a project which is done at IKEA through the IKEA Foundation is the Let's Play campaign done every year (IKEA Foundation, 2018).

### **IWITNESS**

With the IKEA IWITNESS programme co-workers of IKEA can visit the projects which are supported through the IKEA Foundation. This is done so that the co-workers can see that the money is spend well and that the project are creating a positive change (IKEA, 2018).

### **Bargains corner (Zwolle)**

Just before the pay-desks, on the left side there is a bargains corner. In this corner products are offered with discounts. In this corner products which have been in the showroom can be bought, products which are damaged but can still be sold and products which are incomplete can be bought. On each product a label is stuck with the old price, the new price and the reason why the product is sold through a discount.

### **Carton recycling containers (Zwolle)**

On both of the parking floors of IKEA Zwolle two containers can be found where carton can be thrown in. If the customer decides to unpack the bought goods outside he or she can throw away the carton in the containers. This carton is then recycled by IKEA.

### **Non water using urinals impact on total water consumption (Zwolle)**

IKEA Zwolle only has non-water urinals in the sanitation area for men. For both employees and for the visitors non-water urinals from the company Sanicus are used to save water. A non-water urinal saves around 4-5 litre every use (DuurzaamMKB, 2011).

### **Heat cold storage systems (Zwolle)**

IKEA Zwolle uses a heat cold storage system. A system like this saves energy in the soil of the building (Rijksdienst voor Ondernemend Nederland, 2018). The energy can then be redistributed in the store. This storage system makes it possible for IKEA to have a gas use which is equivalent to 10% of the gas use of a similar IKEA store (De Stentor, 2016).

### **More sustainable life at home**

#### **Products MSL@H**

IKEA tries to help the many people to live more sustainable and healthy at home. They do this by offering products to the customer which are labelled more sustainable life @ home (MSL@H). In 2017 IKEA offered 682 products which are labelled MSL@H. The MSL@H products offer more sustainable solutions which can help the customer in the following topics:

- Direct energy saving / generation	288 products
- Direct healthy living	2 products
- Direct waste reduction	49 products
- Direct water saving – re-use	46 products
- Indirect energy saving – generation	103 products
- Indirect healthy living	72 products
- Indirect waste reduction	117 products

- Indirect water saving – re-use

5 products

### **FSC wood**

At IKEA 77% of the wood demand is sourced using companies which provide FSC certified wood. FSC stands for Forest Stewardship council and this certification proves that wood is obtained on a sustainable way.

### **Better cotton initiative**

Since 2015 100% of IKEA's cotton is sourced from more sustainable sources. IKEA is one of the companies which took the initiative to start the better cotton initiative. Along with companies such as Nike, Adidas and H&M this initiative aims to make the global cotton production more sustainable. It focuses on water saving, biodiversity and sustainable agriculture (UN global compact, 2005).

### **Mirrors without lead**

IKEA Zwolle sells only mirrors without lead. Lead is a metal which can be toxic to the human body if the body is overexposed to it (Gezondheidsmilieu.be, 2018).

### **Energy labels on all electronic products (NL)**

To help the customer to live more sustainable and healthy at home IKEA labels every electronic device with an energy label. Through this way the customer can be informed about the energy use of a certain product. This is mandatory through European Law (European Union, 2018).

### **Energy efficient cooking plates**

At IKEA induction cooking plates are sold. These plates are more sustainable than normal cooking plates because they only heat the object that is placed on the cooking plate, and not the complete cooking plate. This makes it possible to save energy and to warm the object in a faster way (Inter IKEA systems B.V., 2017).

### **Exclusively selling led-lights**

IKEA sells since September 2015 exclusively led lights. This is because of the sustainable aspect of led lights. Led lights use around 85% less energy than normal light bulbs and can be used for around 20 years (Inter IKEA Systems B.V., 2015).

### **Tip about putting the TV off, and not on standby to save energy**

A small label with a tip on putting the TV off is provided at IKEA Zwolle. Standby mode still uses energy, and putting the TV off does not.

### **Solar panels in the sustainability shop (NL)**

In het sustainability shop of IKEA Zwolle the customer can buy solar panels for their roof. The packets are all in packets. The solar panels will be fully installed on the roof of a customer with the necessary guarantees. IKEA Zwolle offers the following packages for family members:

- Basic

The basic package is the cheapest of the three packages. The WP system power is 2160. The costs of this package is €3243 and after the VAT refund the price is €2740.

- Plus

This package has a system power of 2240 WP and costs €3910, after the VAT refund €3291. This choice includes a completely tailored design.

- Design

This is the most expensive package. This choice will be integrated in the roof and has a system power of 2160WP. This package will cost €4824 and after the VAT refund it will cost €4565.

### **Motivating bicycle use (Zwolle)**

At the sustainability shop, along with the solar panels, using bicycle is stimulated. Various articles are sold related to bicycles and many facts are stated to empower the use of bikes. These facts are for example about health and costs.

## **People and communities**

### **Let's Play campaign**

Every year between 24 October and 26 December IKEA has the Let's play for change initiative. In previous years IKEA would donate €1 for every children's toy or book sold to projects of Save the Children, War Child, UNICEF, Handicap International, Special Olympics and Room to Read. From 2017 onwards a fixed amount of money is donated through the Let's Play campaign. In an interview with Mathijs de Hoop, team manager bedroom, the play campaign has been explained. He explained that the play campaign is seen throughout the whole store every year and that ambassadors of for instance UNICEF come to the store to inform people about the initiative (Hoop, 2018).

An example of a project which is supported is the team-up project. IKEA donated an amount of money to this initiative. The goal of this initiative is to help children who live in an asylum centre in the Netherlands. The project is about helping those children to live more normal by helping them play with doing sports. Through this donation IKEA helps four asylum centres which are located close to IKEA stores in the Netherlands (Hoop, 2018).

### **Cooperation with 'het Groene Oosten' (Zwolle)**

Het Groene Oosten is a television series about sustainable development in Gelderland and Overijssel. IKEA is a supporter of this television series and episode 8 of season 4 is partly about IKEA and shows a few of the sustainable initiatives of IKEA Zwolle (Het Groene Oosten, 2018).

### **Cooperation with 'de Wilde Deerne' (Zwolle)**

IKEA Zwolle support the musical 'De Wilde Deerne'. This musical is a production of 'De Zwolse Stadsproductie'. What 'De Zwolse Stadsproductie' does is telling historical events and stories about Zwolle and connecting these to societal and actual issues. The productions want to increase the societal, social and cultural climate in Zwolle. They call this 'noaberschap', and this focuses on connecting each other (De Zwolse Stadsproductie, 2018). On the tickets of the theatre an IKEA label is visible, by showing this label in IKEA Zwolle a visitor of the theatre can obtain a free apple pie (Bloten, 2018).

### **Collecting clothing and toys for Travers Welzijn**

Travers Welzijn is an organisation which focuses on the welfare of the region Zwolle and specifically focuses on neighbourhoods. In the summer of 2017 employees of IKEA Zwolle had the possibility to donate their old clothes and toys to Travers Welzijn. Travers Welzijn would then redistribute these clothes and toys to families which had were less prosperous. During the Let's Play campaign IKEA of previous years IKEA also donated to Travers Welzijn (Bloten, 2018).

### **UNICEF wishing cards**

In the store UNICEF wishing cards are sold. When a customer buys a cart of UNICEF they support the UNICEF foundation. A part of the earned revenue of this goes directly to UNICEF (Bloten, 2018).

### **8 employees are from WEZO (Zwolle)**

IKEA Zwolle has 8 employees which are from WEZO. WEZO is an organisation which helps people who have a distance to the labour market. Normally these people would work in a protected social environment. WEZO and IKEA Zwolle make it possible for these people to have a normal job with responsibilities. Secretary of state Jette Klijnsma of the Netherlands awarded IKEA Zwolle and WEZO in 2016 for their collaboration (RTVoost, 2016).

## **Led-campaign**

Every year in February and March IKEA holds the LED campaign. During this campaign IKEA donates €1 by every sale of several led light bulbs. With the money raised through the campaign IKEA supports the United Nations which tries to help refugees in Asia, Africa and the middle east. Through this donation the United Nations can provide lighting and sustainable energy sources to refugee camps (Inter IKEA Systems B.V., 2018). In a conversation with Kim van Essen it was told that the store is designed during the campaign in a way to promote the campaign (Essen, 2018).

## **Co-workers**

### **Carpoollega (Zwolle)**

IKEA Zwolle is located in the business park Wessenpoort Zwolle. This business park is connected through 'Carpoollega'. Carpoollega is a platform where people who work in the business park can connect with each other to drive together to work. On the platform someone who wants to use this can fill in his or her data regarding place to live, place to work and preferences to find a match with who they can drive together to work. This initiative decreases the use of cars on the roads which has a positive impact on many sustainable aspects (Carpoollega). However, in an interview with Mariet Oosterveld, HR manager of IKEA Zwolle, it was explained that it is unclear how many IKEA co-workers use this and she was doubtful about this (Oosterveld, 2018).

### **Supporting the use of a bicycle**

At IKEA Zwolle there is a travel allowance per kilometre. To motivate the use of bicycles employees will still get the travel allowance per kilometre if they use their bicycle. This way employees will save a decent amount of gas money (Oosterveld, 2018).

### **Health week**

Twice a year IKEA Zwolle has the health week. In these weeks the focus is on the health and vitality of the co-workers. Sports and healthy food is stimulated during these weeks. An example which IKEA Zwolle has done was a point system for the use of bikes, where a co-worker would receive one point if they had been travelling to work using a bicycle. At the end of the week the co-worker would receive something if he or she had a certain amount of points.

### **Free fruit in the co-worker restaurant**

In the co-worker restaurant co-workers can grab free fruit every day.

### **Demotivating the use of the elevator**

To enter the employee area an employee has to go above by using two stairwells. It is also possible to take the elevator, however the use of the elevator is demotivated by putting a text on the elevator, as seen in figure 1.1 below. It tells about the power usage of the elevator and it tells that with that power, you could be vacuuming your living room for 7 minutes.



Figure 1.1 Elevator sign

### **A refugee works at IKEA Zwolle (Zwolle)**

At IKEA Zwolle Evans, a refugee is working in the kitchen. He started in December 2017 for a six month period. Through an interview with Mariet Oosterveld, HR manager of IKEA Zwolle, it was explained that IKEA Zwolle is the pilot store of the Netherlands for working with refugees. IKEA Zwolle and the municipality of Zwolle cooperated in this proces. Mariet explained that Evans works with a significant amount of enthusiasm and performs very well (Oosterveld, 2018).

### **'Throw away corner' IKEA Zwolle for co-workers on the Speak-app**

IKEA Zwolle uses Speak-app, which is a social media platform for employees of IKEA Netherlands. On this Speak-app there is a special group for employees of IKEA Zwolle where they can post old furniture or stuff they don't need, which others can pick up for free.

### **IKEA Zwolle newsletter**

Every two weeks IKEA Zwolle sends a newsletter to all the employees with information and updates about the store. In this newsletter extra attention is given to sustainability and the ambition is to give information about something which is sustainable in every newsletter (Oosterveld, 2018).

## Appendix 3: Survey questions

### Klantonderzoek duurzaamheid bij IKEA Zwolle

#### Pagina 1

Beste bezoeker,

Hartelijk dank voor het invullen van deze enquête. De enquête zal een paar minuten van uw tijd in beslag nemen.

Dit onderzoek gaat over hoe onze bezoekers duurzaamheid ervaren bij IKEA Zwolle. Wij zijn erg benieuwd wat er bij u bekend is over duurzaamheid bij deze vestiging en wat u hierin interessant vindt. De enquête is volledig anoniem.

#### Pagina 2

**Wat is uw geslacht? \***

Man

Vrouw

#### Pagina 3

**Wat is uw leeftijd? \***

18-30

31-40

41-50

51-60

61-70

71+

#### Pagina 4

**Bent u lid van IKEA Family? \***

ja

nee

## Pagina 5

Hoe goed vindt u dat IKEA Zwolle invulling geeft aan maatschappelijk verantwoord ondernemen(MVO)? Met maatschappelijk verantwoord ondernemen wordt bedoeld hoe er omgegaan wordt met mens, dier en milieu (1 is zeer slecht is en 10 uitstekend). \*

1  2  3  4  5  6  7  8  9  10  Weet ik niet

## Pagina 6

Hoe goed vindt u dat IKEA Zwolle invulling geeft aan onderstaande MVO thema's. Indien dit bij u onbekend is kunt u 'Weet ik niet' aanvinken. \*

	Zeer slecht	Slecht	Neutraal	Goed	Zeer goed	Weet ik niet
De productie van producten vindt plaats onder veilige arbeidsomstandigheden zonder kinderarbeid.	<input type="radio"/>					
De productie van producten vindt plaats in fabrieken die op een verantwoorde manier met het milieu omgaan.	<input type="radio"/>					
Producten van IKEA Zwolle zijn verpakt in milieuvriendelijk verpakkingsmateriaal.	<input type="radio"/>					
Op duurzame producten is informatie over duurzaamheid te zien.	<input type="radio"/>					
IKEA Zwolle biedt veel producten aan die mij helpen om thuis meer duurzaam en gezond te leven.	<input type="radio"/>					
Houten of papieren producten komen uit goed beheerde bossen.	<input type="radio"/>					

## Pagina 7

Hoe goed vindt u dat IKEA Zwolle invulling geeft aan onderstaande MVO thema's. \*

	Zeer slecht	Slecht	Neutraal	Goed	Zeer goed	Weet ik niet
Gebruik van transportmethoden met een lage of geen uitstoot van CO2.	<input type="radio"/>					
IKEA Zwolle recycled afval.	<input type="radio"/>					
Mogelijkheid om batterijen, elektronische apparaten en lampen terug te brengen.	<input type="radio"/>					
Het verlagen van het energieverbruik van de winkel.	<input type="radio"/>					
IKEA Zwolle verkoopt duurzame etenswaren.	<input type="radio"/>					

## Pagina 8

Hoe goed vindt u dat IKEA Zwolle invulling geeft aan onderstaande MVO thema's. \*

	Zeer slecht	Slecht	Neutraal	Goed	Zeer goed	Weet ik niet
Garanderen van dierenwelzijn (geen dierenproeven).	<input type="radio"/>					
IKEA Zwolle biedt baankansen voor vluchtelingen.	<input type="radio"/>					
IKEA Zwolle werkt samen met goede doelen.	<input type="radio"/>					
IKEA Zwolle biedt baankansen voor mensen met een afstand tot de arbeidsmarkt.	<input type="radio"/>					

## Pagina 9

In hoeverre bent u op de hoogte over wat IKEA Zwolle doet op het gebied van maatschappelijk verantwoord ondernemen? \*

Zeer goed     Goed     Redelijk goed     Nauwelijks     Niet

## Pagina 10

Heeft u behoefte aan meer informatie over de wijze waarop IKEA Zwolle omgaat met mens, dier en milieu? \*

Ja  
 Nee, ik ben tevreden met de huidige informatievoorziening  
 Nee, ik vind dat hier te veel over gecommuniceerd wordt

## Pagina 11

**Voorwaarde:** JA bij vraag: “Heeft u behoefte aan meer informatie over de wijze waarop IKEA Zwolle omgaat met mens, dier en milieu”? \*

**Kunt u aangeven over welke thema’s u vaker iets zou willen horen of zien bij ? Kies maximaal 3 onderwerpen. \***

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> Mogelijkheid om batterijen, elektronische apparaten en lampen terug te brengen.                            | <input type="checkbox"/> Er worden producten aangeboden die mij helpen om thuis meer duurzaam en gezond te leven. | <input type="checkbox"/> De productie van producten vindt plaats onder veilige arbeidsomstandigheden zonder kinderarbeid. |
| <input type="checkbox"/> Houten of papieren producten komen uit goed beheerde bossen  | <input type="checkbox"/> Het verlagen van het energieverbruik van de winkel.                                      | <input type="checkbox"/> Er zijn duurzame etenswaren te koop.   |
| <input type="checkbox"/> Er zijn baankansen voor vluchtelingen.   | <input type="checkbox"/> Het recyclen van afval.  | <input type="checkbox"/> Producten zijn verpakt in milieuvriendelijk verpakkingsmateriaal.                                |
| <input type="checkbox"/> De productie van producten vindt plaats in fabrieken die op een verantwoorde manier met het milieu omgaan. | <input type="checkbox"/> Op duurzame producten is informatie over duurzaamheid te zien.                           | <input type="checkbox"/> Er wordt samengewerkt met goede doelen.  |
| <input type="checkbox"/> Er zijn baankansen voor mensen met een afstand tot de arbeidsmarkt.  | <input type="checkbox"/> Garanderen van dierenwelzijn (geen dierenproeven).                                       | <input type="checkbox"/> Gebruik van transportmethoden met een lage of geen uitstoot van CO2.                             |

## Pagina 12

**Voorwaarde:** JA bij vraag: “Heeft u behoefte aan meer informatie over de wijze waarop IKEA Zwolle omgaat met mens, dier en milieu”? \*

**Op welke manier zou u informatie over duurzame producten, initiatieven of ambities willen lezen of zien? (Meerdere antwoorden mogelijk) \***

- In de winkel
- Via de website
- Social Media
- Rondom de winkel (bijv. Billboards)
- Email nieuwsbrief
- 

## Pagina 13

**In hoeverre vindt u het belangrijk dat IKEA Zwolle invulling geeft aan maatschappelijk verantwoord ondernemen? \***

- Niet belangrijk     Niet erg belangrijk     Neutraal     Belangrijk     Erg belangrijk

## Pagina 14

Er volgen nu een aantal algemene stellingen over maatschappelijk verantwoord ondernemen. Geef bij elke stelling aan hoe belangrijk u deze vindt bij een organisatie.

	Helemaal niet belangrijk	Niet belangrijk	Neutraal	Belangrijk	Zeer Weet ik niet / belangrijk geen mening	
Er zijn duurzame etenswaren te koop.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Er zijn baankansen voor vluchtelingen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De productie van producten vindt plaats onder veilige arbeidsomstandigheden zonder kinderarbeid.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Houten of papieren producten komen uit goed beheerde bossen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Garanderen van dierenwelzijn (geen dierenproeven).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Er wordt samengewerkt met goede doelen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het recyclen van afval.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Het verlagen van het energieverbruik van de winkel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Er worden producten aangeboden die mij helpen om thuis meer duurzaam en gezond te leven.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
De productie van producten vindt plaats in fabrieken die op een verantwoorde manier met het milieu omgaan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Producten zijn verpakt in milieuvriendelijk verpakkingsmateriaal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gebruik van transportmethoden met een lage of geen uitstoot van CO2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Op duurzame producten is informatie over duurzaamheid te zien.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mogelijkheid om batterijen, elektronische apparaten en lampen terug te brengen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Er zijn baankansen voor mensen met een afstand tot de arbeidsmarkt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Pagina 15

Wist u dat IKEA Zwolle de meest duurzame vestiging is van IKEA Nederland? \*

- ja
- nee

## Pagina 16

Heeft u nog suggesties aan IKEA Zwolle als het gaat om het communiceren van duurzaamheid of heeft u nog opmerkingen?

» [Redirection to final page of Enquêtes Maken \(wijzigen\)](#)

## Appendix 4: Survey results

### 1. Wat is uw geslacht?

#### Statistics

Geslacht

N	Valid	389
	Missing	0

		Geslacht			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Man	115	29,6	29,6	29,6
	Vrouw	274	70,4	70,4	100,0
	Total	389	100,0	100,0	

### 2. Wat is uw leeftijd?

#### Statistics

Leeftijd

N	Valid	389
	Missing	0

		Leeftijd			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	18-30	47	12,1	12,1	12,1
	31-40	70	18,0	18,0	30,1
	41-50	84	21,6	21,6	51,7
	51-60	91	23,4	23,4	75,1
	61-70	64	16,5	16,5	91,5
	71+	33	8,5	8,5	100,0
	Total	389	100,0	100,0	

### 3. Bent u lid van IKEA Family?

#### Statistics

IKEA FAMILY

N	Valid	389
	Missing	0

IKEA FAMILY					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ja	330	84,8	84,8	84,8
	nee	59	15,2	15,2	100,0
	Total	389	100,0	100,0	

4. Hoe goed vindt u dat IKEA Zwolle invulling geeft aan maatschappelijk verantwoord ondernemen(MVO)? Met maatschappelijk verantwoord ondernemen wordt bedoeld hoe er omgegaan wordt met mens, dier en milieu (1 is zeer slecht is en 10 uitstekend).

#### Statistics

IKEA Zwolle invulling MVO

N	Valid	327
	Missing	62
Mean		8,54
Median		9,00

IKEA Zwolle invulling MVO					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	2	,5	,6	,6
	6	7	1,8	2,1	2,8
	7	27	6,9	8,3	11,0
	8	105	27,0	32,1	43,1
	9	149	38,3	45,6	88,7
	10	37	9,5	11,3	100,0
	Total		327	84,1	100,0
Missing	Weet ik niet	62	15,9		
Total		389	100,0		

5. Hoe goed vindt u dat IKEA Zwolle invulling geeft aan onderstaande MVO thema's? Indien dit bij u onbekend is kunt u 'Weet ik niet' aanvinken.

### Statistics

		Productie onder veilige arbeidsomstandigheden zonder kinderarbied	Productie in fabrieken die op een verantwoorde manier met het milieu omgaan	Producten van IKEA Zwolle zijn verpakt in milieuvriendelijk verpakkingsmateriaal	Op duurzame producten informatie zichtbaar over duurzaamheid	IKEA Zwolle biedt producten aan die helpen duurzamer te leven	Houten of papieren producten komen uit goed beheerde bossen
N	Valid	388	388	388	388	388	388
	Missing	1	1	1	1	1	1

#### Productie onder veilige arbeidsomstandigheden zonder kinderarbied

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer goed	73	18,8	18,8	18,8
	goed	113	29,0	29,1	47,9
	Neutraal	43	11,1	11,1	59,0
	Weet ik niet	159	40,9	41,0	100,0
	Total	388	99,7	100,0	
Missing	System	1	,3		
Total		389	100,0		

#### Productie in fabrieken die op een verantwoorde manier met het milieu omgaan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer goed	70	18,0	18,0	18,0
	goed	124	31,9	32,0	50,0
	Neutraal	41	10,5	10,6	60,6
	Weet ik niet	153	39,3	39,4	100,0
	Total	388	99,7	100,0	
Missing	System	1	,3		
Total		389	100,0		

#### Producten van IKEA Zwolle zijn verpakt in milieuvriendelijk verpakkingsmateriaal

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer goed	80	20,6	20,6	20,6
	goed	147	37,8	37,9	58,5

	Neutraal	70	18,0	18,0	76,5
	Slecht	17	4,4	4,4	80,9
	Weet ik niet	74	19,0	19,1	100,0
	Total	388	99,7	100,0	
Missing	System	1	,3		
Total		389	100,0		

### Op duurzame producten informatie zichtbaar over duurzaamheid

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer goed	94	24,2	24,2	24,2
	goed	170	43,7	43,8	68,0
	Neutraal	37	9,5	9,5	77,6
	Slecht	5	1,3	1,3	78,9
	Weet ik niet	82	21,1	21,1	100,0
	Total	388	99,7	100,0	
Missing	System	1	,3		
Total		389	100,0		

### IKEA Zwolle biedt producten aan die helpen duurzamer te leven

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer goed	80	20,6	20,6	20,6
	goed	155	39,8	39,9	60,6
	Neutraal	79	20,3	20,4	80,9
	Slecht	5	1,3	1,3	82,2
	Weet ik niet	69	17,7	17,8	100,0
	Total	388	99,7	100,0	
Missing	System	1	,3		
Total		389	100,0		

### Houten of papieren producten komen uit goed beheerde bossen

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer goed	94	24,2	24,2	24,2
	goed	125	32,1	32,2	56,4
	Neutraal	29	7,5	7,5	63,9

	Weet ik niet	140	36,0	36,1	100,0
	Total	388	99,7	100,0	
Missing	System	1	,3		
Total		389	100,0		

6. Hoe goed vindt u dat IKEA Zwolle invulling geeft aan onderstaande MVO thema's?

**Statistics**

		Transportmet hoden met lage of geen uitstoot CO2	IKEA Zwolle recycled afval	Mogelijkheid om batterijen, EDS en lampen terug te brengen	Verlagen van het energieverbru ik van de winkel	IKEA Zwolle verkoopt duurzame etenswaren
N	Valid	388	388	388	388	388
	Missing	1	1	1	1	1

**Transportmethoden met lage of geen uitstoot CO2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer goed	49	12,6	12,6	12,6
	goed	97	24,9	25,0	37,6
	Neutraal	50	12,9	12,9	50,5
	Slecht	1	,3	,3	50,8
	Weet ik niet	191	49,1	49,2	100,0
	Total	388	99,7	100,0	
Missing	System	1	,3		
Total		389	100,0		

**IKEA Zwolle recycled afval**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer goed	114	29,3	29,4	29,4
	goed	139	35,7	35,8	65,2
	Neutraal	23	5,9	5,9	71,1
	Slecht	2	,5	,5	71,6
	Weet ik niet	110	28,3	28,4	100,0
	Total	388	99,7	100,0	

Missing	System	1	,3		
Total		389	100,0		

### Mogelijkheid om batterijen, EDS en lampen terug te brengen

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer goed	170	43,7	43,8	43,8
	goed	150	38,6	38,7	82,5
	Neutraal	20	5,1	5,2	87,6
	Slecht	2	,5	,5	88,1
	Weet ik niet	46	11,8	11,9	100,0
	Total	388	99,7	100,0	
Missing	System	1	,3		
Total		389	100,0		

### Verlagen van het energieverbruik van de winkel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer goed	125	32,1	32,2	32,2
	goed	125	32,1	32,2	64,4
	Neutraal	34	8,7	8,8	73,2
	Slecht	1	,3	,3	73,5
	Weet ik niet	103	26,5	26,5	100,0
	Total	388	99,7	100,0	
Missing	System	1	,3		
Total		389	100,0		

### IKEA Zwolle verkoopt duurzame etenswaren

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer goed	96	24,7	24,7	24,7
	goed	140	36,0	36,1	60,8
	Neutraal	37	9,5	9,5	70,4
	Slecht	5	1,3	1,3	71,6
	Weet ik niet	110	28,3	28,4	100,0
	Total	388	99,7	100,0	
Missing	System	1	,3		

Total	389	100,0		
-------	-----	-------	--	--

7. Hoe goed vindt u dat IKEA Zwolle invulling geeft aan onderstaande MVO thema's?

		Statistics			
		Garanderen dierenwelzijn	IKEA Zwolle biedt baankansen voor vluchtelingen	IKEA Zwolle werkt samen met goede doelen	IKEA Zwolle biedt baankansen voor mensen met een afstand tot de arbeidsmarkt
N	Valid	388	388	388	388
	Missing	1	1	1	1

		Garanderen dierenwelzijn			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer goed	67	17,2	17,3	17,3
	goed	88	22,6	22,7	39,9
	Neutraal	46	11,8	11,9	51,8
	Slecht	2	,5	,5	52,3
	Weet ik niet	185	47,6	47,7	100,0
Total		388	99,7	100,0	
Missing	System	1	,3		
Total		389	100,0		

		IKEA Zwolle biedt baankansen voor vluchtelingen			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer goed	34	8,7	8,8	8,8
	goed	63	16,2	16,2	25,0

	Neutraal	60	15,4	15,5	40,5
	Slecht	4	1,0	1,0	41,5
	Zeer slecht	2	,5	,5	42,0
	Weet ik niet	225	57,8	58,0	100,0
	Total	388	99,7	100,0	
Missing	System	1	,3		
Total		389	100,0		

#### IKEA Zwolle werkt samen met goede doelen

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer goed	67	17,2	17,3	17,3
	goed	117	30,1	30,2	47,4
	Neutraal	39	10,0	10,1	57,5
	Slecht	1	,3	,3	57,7
	Weet ik niet	164	42,2	42,3	100,0
	Total	388	99,7	100,0	
Missing	System	1	,3		
Total		389	100,0		

#### IKEA Zwolle biedt baankansen voor mensen met een afstand tot de arbeidsmarkt

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer goed	71	18,3	18,3	18,3
	goed	111	28,5	28,6	46,9
	Neutraal	39	10,0	10,1	57,0
	Slecht	3	,8	,8	57,7
	Weet ik niet	164	42,2	42,3	100,0
	Total	388	99,7	100,0	
Missing	System	1	,3		
Total		389	100,0		

8. In hoeverre bent u op de hoogte over wat IKEA Zwolle doet op het gebied van maatschappelijk verantwoord ondernemen?

#### Statistics

In hoeverre bent u op de hoogte betreffende MVO bij IKEA Zwolle

N	Valid	388
	Missing	1

**In hoeverre bent u op de hoogte betreffende MVO bij IKEA Zwolle**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer goed	5	1,3	1,3	1,3
	Goed	38	9,8	9,8	11,1
	Redelijk	117	30,1	30,2	41,2
	Nauwelijks	151	38,8	38,9	80,2
	Niet	77	19,8	19,8	100,0
	Total	388	99,7	100,0	
Missing	System	1	,3		
Total		389	100,0		

9. Heeft u behoefte aan meer informatie over de wijze waarop IKEA Zwolle omgaat met mens, dier en milieu?

**Statistics**

Heeft u behoefte aan meer informatie over MVO

N	Valid	388
	Missing	1

**Heeft u behoefte aan meer informatie over MVO**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ja	109	28,0	28,1	28,1
	Nee, ik ben tevreden met de huidige informatievoorziening	255	65,6	65,7	93,8
	Nee, ik vind dat hier te veel over gecommuniceerd wordt	24	6,2	6,2	100,0
	Total	388	99,7	100,0	
Missing	System	1	,3		
Total		389	100,0		

10. Kunt u aangeven over welke thema's u vaker iets zou willen horen of zien bij IKEA Zwolle? Kies maximaal 3 onderwerpen.

**Case Summary**

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
\$Behoefteinformatiethema <sup>a</sup>	109	28,0%	280	72,0%	389	100,0%

a. Dichotomy group tabulated at value 1.

### \$Behoeftelinformatiethema Frequencies

		Responses		Percent of Cases
		N	Percent	
Over welke thema's wil u meer weten? <sup>a</sup>	Baankansen voor vluchtelingen	17	5,4%	15,6%
	Er zijn duurzame etenswaren te koop in het restaurant	16	5,1%	14,7%
	Productie vindt plaats onder veilige arbeidsomstandigheden zonder kinderarbeid	38	12,1%	34,9%
	Baankansen voor mensen met een afstand tot de arbeidsmarkt	39	12,5%	35,8%
	Producten aangeboden die helpen thuis duurzamer en gezond te leven	17	5,4%	15,6%
	Garanderen van dierenwelzijn	19	6,1%	17,4%
	Samenwerking met goede doelen	22	7,0%	20,2%
	Mogelijkheid om batterijen, EDS en lampen terug te brengen	8	2,6%	7,3%
	Producten zijn verpakt in milieuvriendelijk verpakkingsmateriaal	22	7,0%	20,2%
	Verlagen van het energieverbruik van de winkel	12	3,8%	11,0%
	Productie vindt plaats in fabrieken die op een verantwoorde manier met het milieu omgaan	21	6,7%	19,3%
	Recyclen van afval	23	7,3%	21,1%
	Gebruik van transportmethoden met een lage of geen uitstoot van CO <sub>2</sub>	15	4,8%	13,8%
	Op duurzame producten is informatie over duurzaamheid te zien	17	5,4%	15,6%
	Houten en papieren producten komen uit goed beheerde bossen	27	8,6%	24,8%

11. Op welke manier zou u informatie over duurzame producten, initiatieven of ambities willen lezen of zien? (Meerdere antwoorden mogelijk).

#### Case Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
\$Infomedium <sup>a</sup>	109	28,0%	280	72,0%	389	100,0%

a. Dichotomy group tabulated at value 1.

#### \$Infomedium Frequencies

via welk medium wil u meer informatie? <sup>a</sup>		Responses		Percent of Cases
		N	Percent	
via welk medium wil u meer informatie? <sup>a</sup>	In de winkel	80	39.8%	73,4%
	Via de website	56	27.9%	51,4%
	Via social media	31	15.4%	28,4%
	Random de winkel	21	10.4%	19,3%
	Nieuwbrief via e-mail	11	5.5%	10,1%
	Anders (tekstveld)	2	1%	1.8%
<b>Total</b>		<b>201</b>	<b>100,0%</b>	<b>184,4%</b>

a. Dichotomy group tabulated at value 1.

#### Anders (tekstveld)

Valid		Frequency	Percent	Valid Percent	Cumulative
					Percent
		387	99,5	99,5	99,5
	Adverteren in krant	1	,3	,3	99,7
	Ikeablad	1	,3	,3	100,0
	<b>Total</b>	<b>389</b>	<b>100,0</b>	<b>100,0</b>	

12. In hoeverre vindt u het belangrijk dat IKEA Zwolle invulling geeft aan maatschappelijk verantwoord ondernemen?

#### Statistics

In hoeverre vindt u het belangrijk dat een organisatie invulling geeft aan MVO?

N	Valid	Missing
	388	1

**In hoeverre vindt u het belangrijk dat een organisatie invulling geeft aan MVO?**

	Frequency	Percent	Valid Percent	Cumulative
				Percent

Valid	Erg belangrijk	96	24,7	24,7	24,7
	Belangrijk	218	56,0	56,2	80,9
	Neutraal	73	18,8	18,8	99,7
	Niet erg belangrijk	1	,3	,3	100,0
	Total	388	99,7	100,0	
Missing	System	1	,3		
Total		389	100,0		

13. Er volgen nu een aantal algemene stellingen over maatschappelijk verantwoord ondernemen. Geef bij elke stelling aan hoe belangrijk u deze vindt bij een organisatie.

#### Statistics

Productie vindt plaats in fabrieken onder veilige omstandigheden zonder kinderarbeid

N	Valid	354
	Missing	35

#### Productie vindt plaats in fabrieken onder veilige omstandigheden zonder kinderarbeid

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer belangrijk	218	56,0	61,6	61,6
	Belangrijk	107	27,5	30,2	91,8
	Neutraal	27	6,9	7,6	99,4
	Niet belangrijk	2	,5	,6	100,0
	Total	354	91,0	100,0	
Missing	Geen antwoord	5	1,3		
	Weet ik niet / Geen mening	30	7,7		
	Total	35	9,0		
Total		389	100,0		

#### Statistics

Productie vindt plaats in fabrieken die op een verantwoordelijke manier met het milieu omgaan

N	Valid	360
	Missing	29

#### Productie vindt plaats in fabrieken die op een verantwoordelijke manier met het milieu omgaan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer belangrijk	171	44,0	47,5	47,5
	Belangrijk	147	37,8	40,8	88,3
	Neutraal	40	10,3	11,1	99,4
	Niet belangrijk	2	,5	,6	100,0
	Total	360	92,5	100,0	
Missing	Geen antwoord	5	1,3		
	Weet ik niet / Geen mening	24	6,2		
	Total	29	7,5		
Total		389	100,0		

### Statistics

Producten zijn verpakt in milieuvriendelijk verpakkingsmateriaal

N	Valid	369
	Missing	20

### Producten zijn verpakt in milieuvriendelijk verpakkingsmateriaal

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer belangrijk	183	47,0	49,6	49,6
	Belangrijk	151	38,8	40,9	90,5
	Neutraal	33	8,5	8,9	99,5
	Niet belangrijk	2	,5	,5	100,0
	Total	369	94,9	100,0	
Missing	Geen antwoord	4	1,0		
	Weet ik niet / Geen mening	16	4,1		
	Total	20	5,1		
Total		389	100,0		

### Statistics

Gebruik van transportmethoden met weinig of geen uitstoot van CO2

N	Valid	360
	Missing	29

### Gebruik van transportmethoden met weinig of geen uitstoot van CO2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer belangrijk	146	37,5	40,6	40,6
	Belangrijk	169	43,4	46,9	87,5
	Neutraal	44	11,3	12,2	99,7
	Niet belangrijk	1	,3	,3	100,0
	Total	360	92,5	100,0	
Missing	Geen antwoord	5	1,3		
	Weet ik niet / Geen mening	24	6,2		
	Total	29	7,5		
Total		389	100,0		

### Statistics

Het recyclen van afval

N	Valid	371
	Missing	18

### Het recyclen van afval

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer belangrijk	203	52,2	54,7	54,7
	Belangrijk	138	35,5	37,2	91,9
	Neutraal	29	7,5	7,8	99,7
	Niet belangrijk	1	,3	,3	100,0
	Total	371	95,4	100,0	
Missing	Geen antwoord	5	1,3		
	Weet ik niet / Geen mening	13	3,3		
	Total	18	4,6		
Total		389	100,0		

### Statistics

Mogelijkheid om batterijen, EDS en lampen terug te brengen

N	Valid	369
	Missing	20

### Mogelijkheid om batterijen, EDS en lampen terug te brengen

		Frequency	Percent	Valid Percent	Cumulative Percent
--	--	-----------	---------	---------------	--------------------

Valid	Zeer belangrijk	165	42,4	44,7	44,7
	Belangrijk	151	38,8	40,9	85,6
	Neutraal	44	11,3	11,9	97,6
	Niet belangrijk	9	2,3	2,4	100,0
	Total	369	94,9	100,0	
Missing	Geen antwoord	5	1,3		
	Weet ik niet / Geen mening	15	3,9		
	Total	20	5,1		
Total		389	100,0		

### Statistics

Het verlagen van het energieverbruik van de winkel

N	Valid	366
	Missing	23

### Het verlagen van het energieverbruik van de winkel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer belangrijk	156	40,1	42,6	42,6
	Belangrijk	158	40,6	43,2	85,8
	Neutraal	48	12,3	13,1	98,9
	Niet belangrijk	4	1,0	1,1	100,0
	Total	366	94,1	100,0	
Missing	Geen antwoord	4	1,0		
	Weet ik niet / Geen mening	19	4,9		
	Total	23	5,9		
Total		389	100,0		

### Statistics

Garanderen van dierenwelzijn

N	Valid	361
	Missing	28

### Garanderen van dierenwelzijn

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer belangrijk	169	43,4	46,8	46,8

	Belangrijk	133	34,2	36,8	83,7
	Neutraal	54	13,9	15,0	98,6
	Niet belangrijk	5	1,3	1,4	100,0
	Total	361	92,8	100,0	
Missing	Geen antwoord	6	1,5		
	Weet ik niet / Geen mening	22	5,7		
	Total	28	7,2		
Total		389	100,0		

### Statistics

Er zijn baankansen voor vluchtelingen

N	Valid	347
	Missing	42

### Er zijn baankansen voor vluchtelingen

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer belangrijk	91	23,4	26,2	26,2
	Belangrijk	136	35,0	39,2	65,4
	Neutraal	92	23,7	26,5	91,9
	Niet belangrijk	18	4,6	5,2	97,1
	Helemaal niet belangrijk	10	2,6	2,9	100,0
	Total	347	89,2	100,0	
Missing	Geen antwoord	9	2,3		
	Weet ik niet / Geen mening	33	8,5		
	Total	42	10,8		
Total		389	100,0		

### Statistics

Samenwerking met goede doelen

N	Valid	361
	Missing	28

### Samenwerking met goede doelen

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer belangrijk	110	28,3	30,5	30,5
	Belangrijk	146	37,5	40,4	70,9

	Neutraal	87	22,4	24,1	95,0
	Niet belangrijk	12	3,1	3,3	98,3
	Helemaal niet belangrijk	6	1,5	1,7	100,0
	Total	361	92,8	100,0	
Missing	Geen antwoord	4	1,0		
	Weet ik niet / Geen mening	24	6,2		
	Total	28	7,2		
Total		389	100,0		

### Statistics

Op duurzame producten is informatie over duurzaamheid te zien

N	Valid	363
	Missing	26

### Op duurzame producten is informatie over duurzaamheid te zien

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer belangrijk	140	36,0	38,6	38,6
	Belangrijk	165	42,4	45,5	84,0
	Neutraal	56	14,4	15,4	99,4
	Niet belangrijk	2	,5	,6	100,0
	Total	363	93,3	100,0	
Missing	Geen antwoord	5	1,3		
	Weet ik niet / Geen mening	21	5,4		
	Total	26	6,7		
Total		389	100,0		

### Statistics

Er worden producten aangeboden die mij thuis helpen meer duurzaam en gezond te leven

N	Valid	364
	Missing	25

### Er worden producten aangeboden die mij thuis helpen meer duurzaam en gezond te leven

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer belangrijk	129	33,2	35,4	35,4
	Belangrijk	152	39,1	41,8	77,2

	Neutraal	79	20,3	21,7	98,9
	Niet belangrijk	4	1,0	1,1	100,0
	Total	364	93,6	100,0	
Missing	Geen antwoord	3	,8		
	Weet ik niet / Geen mening	22	5,7		
	Total	25	6,4		
Total		389	100,0		

### Statistics

Er zijn duurzame etenswaren te koop

N	Valid	363
	Missing	26

### Er zijn duurzame etenswaren te koop

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer belangrijk	119	30,6	32,8	32,8
	Belangrijk	152	39,1	41,9	74,7
	Neutraal	76	19,5	20,9	95,6
	Niet belangrijk	13	3,3	3,6	99,2
	Helemaal niet belangrijk	3	,8	,8	100,0
	Total	363	93,3	100,0	
Missing	Geen antwoord	5	1,3		
	Weet ik niet / Geen mening	21	5,4		
	Total	26	6,7		
Total		389	100,0		

### Statistics

Baankansen voor mensen met een afstand tot de arbeidsmarkt

N	Valid	359
	Missing	30

### Baankansen voor mensen met een afstand tot de arbeidsmarkt

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer belangrijk	159	40,9	44,3	44,3

	Belangrijk	144	37,0	40,1	84,4
	Neutraal	49	12,6	13,6	98,1
	Niet belangrijk	5	1,3	1,4	99,4
	Helemaal niet belangrijk	2	,5	,6	100,0
	Total	359	92,3	100,0	
Missing	Geen antwoord	3	,8		
	Weet ik niet / Geen mening	27	6,9		
	Total	30	7,7		
Total		389	100,0		

### Statistics

Houten of papieren producten komen uit goed beheerde bossen

N	Valid	364
	Missing	25

### Houten of papieren producten komen uit goed beheerde bossen

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Zeer belangrijk	194	49,9	53,3	53,3
	Belangrijk	139	35,7	38,2	91,5
	Neutraal	30	7,7	8,2	99,7
	Niet belangrijk	1	,3	,3	100,0
	Total	364	93,6	100,0	
Missing	Geen antwoord	5	1,3		
	Weet ik niet / Geen mening	20	5,1		
	Total	25	6,4		
Total		389	100,0		

14. Wist u dat IKEA Zwolle de meest duurzame vestiging is van IKEA Nederland?

### Statistics

Wist u dat IKEA Zwolle de meest duurzame vestiging is van IKEA Nederland?

N	Valid	388
	Missing	1

### Wist u dat IKEA Zwolle de meest duurzame vestiging is van IKEA Nederland?

		Frequency	Percent	Valid Percent	Cumulative Percent
--	--	-----------	---------	---------------	--------------------

Valid	Ja	121	31,1	31,2	31,2
	Nee	267	68,6	68,8	100,0
	Total	388	99,7	100,0	
Missing	System	1	,3		
Total		389	100,0		

15. Heeft u nog suggesties aan IKEA Zwolle als het gaat om het communiceren van duurzaamheid of heeft u nog opmerkingen?

15. Heeft u nog suggesties aan IKEA Zwolle als het gaat om het communiceren van duurzaamheid of heeft u nog opmerkingen?
Meer doen
Nee
Meer infomqua bordem
Meer info op productniveau over duurzaamheid (people,planet).
Nee
Meer communicatie
Meer kassa's openstellen ; We stonden met dik 10 mensen in de rij en er was 1 kassa open :(
Nee
Nee
Nee
Ga zo door. Als dierproeven in het belang van mensen zijn geniet dat mijn voorkeur.
Nee
Communiqueer
Ga zo door,,,
Nee
Zichtbaarheid in de winkel geven, ik kijk naar Ikea als gehele onderneming, niet per vestiging. Maak ook geen bewuste keuze voor een specifieke vestiging maar kijk naar welke locatie mij uitkomt. Goed dat Ikea (Zwolle) dit onderzoekt, past wel bij het imago om MVO te ondernemen (verwacht dat eigenlijk ook, maar besef dat ik eigenlijk niet weet waar ik dat op baseer)
Geen is m.i. Voldoende
Geen opmerkingen. Was. Het eerste bezoek en di was zeer verrassend.
Alles flex
Nee is prima zo
Ik heb alleen een keer via het programma how its made een documentaire over Ikea in zweden gezien, dat zou wel veel meer informatie mogen zijn

Geen opmerking
Nog kritische zijn op verspilling. Er heerst wel een sfeer die meer consumeren stimuleert. Meer oplossingsgericht werken per klant.
Nee
Ga zo door, met nog meer mogelijkheden tot duurzaamheid enz.
Beter communiceren hoe duurzaam Ikea is, bijvoorbeeld op billboards en in tv-reclames
Nee
Betere bewegwijzering
N.v.t.
Nee
Lekker bezig driesje
Nee
Eerste Keer dat ik in deze vestiging ben
Nee
Meer samenwerken met plaatselijke ondernemers
Nee
Zijn veel producten in plastic en karton verpakt misschien is daar een andere oplossing voor
Nee
Ga zo door!!
Ga zo door
Veel vragen wist ik eigenlijk niet, maar vind duurzaamheid wel belangrijk
Ondernemen is een eigen verantwoordelijkheid. Duurzaamheid is een vooral maatschappelijk belang. Naar mijn idee is het prima om voor mens en milieu te zorgen. Het verantwoord ondernemen lijkt steeds gebruikt te worden voor het eigen belang. In die zin vind ik het minder relevant. Succes
Ga zo door???
Nee.
Nee, ga zo door!
Ikea in het algemeen is HET voorbeeld van de consumptiemaatschappij. De meeste onderdelen van mijn inrichting komen uit de kringloopwinkel. Dit is duurzaamheid in de zuiverste vorm !

Meewerken ; 1 aan een wet : verbod op produceren plastic verpakkingsmaterialen, waardoor ook fabrikanten gedwongen worden mee te werken aan het reduceren van de afvalberg; 2Maatschappelijke educatie om gebruik duurzame verpakkingsmaterialen te begaan gebruiken; 3 Jeugd nog meer wijzen op gedragsverandering tav weggoien plastic en ander afval . Bewustwording risico,s eigen gedrag

Al meermalen aangegeven (zuil bij restaurant): groenten bij het kindermenu.

De dieren artikelen kunnen beter. De stijl van de artikelen zijn niet uniek en zijn maar in 1 stijl beschikbaar. De artikelen worden niet goed gepresenteerd. De artikelen in de showrooms plaatsen zou een leuke toevoeging zijn.; Om nog meer energie te besparen zouden de lampen in de lampenafdeling automatisch uit moeten gaan nadat de klant bijvoorbeeld 2 minuten geleden aan heeft gedaan. Of als er geen klanten op de afdeling zijn kunnen ze ook uit staan.

Ga door op deze verantwoorde wijze!

Ga zo door!

Nee

Bedank en ga zo door

X

Nee

Nee voor zover nog niet. Wie weet in de toekomst

Prima winkel

Nee

Verkoop van vuilnisbakken en vuilniszakken op elkaar afstemmen. Wij kunnen nog steeds de goede zakken van 24 liter niet vinden. Als wij vragen zijn ze er niet.!

De uitgang is lastig te vinden bij Ikea zwolle

Nee

Ga zo door

Afval zou nog meer gescheiden kunnen worden ingezameld, met name gft afval in de horecapunten. Verder is Ikea goed bezig

Meer ruchtbaarheid geven aan duurzaamheid Ikea, van Ikea fan

Met name infoverstreking waar en hoe iets gemaakt is op producten en in de winkel. Producten zo op display zetten datje meest verantwoorde keuze in het oog springt

## Appendix 5: Factor analysis

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,916
Bartlett's Test of Sphericity	Approx. Chi-Square	1178,029
	df	105
	Sig.	,000

### Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Total
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	8,142	54,280	54,280	7,799	51,993	51,993	3,9
2	1,358	9,052	63,333	1,026	6,841	58,834	3,2
3	1,199	7,995	71,327	,910	6,064	64,898	2,5
4	,719	4,791	76,118				
5	,645	4,303	80,421				
6	,470	3,135	83,556				
7	,447	2,981	86,537				
8	,412	2,748	89,285				
9	,358	2,389	91,674				
10	,283	1,885	93,560				
11	,237	1,583	95,143				
12	,208	1,385	96,528				
13	,200	1,331	97,858				
14	,172	1,147	99,005				
15	,149	,995	100,000				

Extraction Method: Principal Axis Factoring.

Rotated Factor Matrix <sup>a</sup>			
	Factor		
	1	2	3
The production of products takes place under safe working conditions without child labour	0,744	0,253	0,234
Production takes place in factories who act on a responsible way towards the environment	0,783	0,275	0,251
Products are packed in environmentally friendly packages	0,679	0,233	0,258
Information about sustainability can be found on sustainable products	0,713	0,291	0,288
IKEA Zwolle offers products which help me live more healthy and sustainable at home	0,665	0,216	0,157
Wood or paper products come from sustainable forestry	0,673	0,412	0,259
Usage of transportation methods with low or zero emissions	0,404	0,497	0,280
IKEA Zwolle recycles waste	0,282	0,779	0,218
Possibility to return batteries, electronic devices and lamps	0,269	0,795	0,209
Decreasing the energy usage of the store	0,250	0,695	0,244
IKEA Zwolle sells sustainable food	0,293	0,711	0,272
guaranteeing animal welfare	0,433	0,313	0,552
IKEA Zwolle offers job opportunities for refugees/biedt baankansen voor vluchtelingen	0,354	0,222	0,536
IKEA Zwolle cooperates with charities	0,207	0,264	0,882
IKEA Zwolle offers job opportunities for people with a distance to the labour market	0,249	0,255	0,736

Extraction Method: Principal Axis Factoring.  
a. Rotation converged in 6 iterations.

## Reliability Statistics

### factor 1

Cronbach's Alpha	N of Items
,910	6

## Reliability Statistics

### factor 2

Cronbach's Alpha	N of Items
,853	4

## Reliability Statistics

### factor 3

Cronbach's Alpha	N of Items
,872	4

		REGR factor score 1 for analysis 1	REGR factor score 2 for analysis 1	REGR factor score 3 for analysis 1	IKEA Zwolle invulling MVO
REGR factor score 1 for analysis 1	Pearson Correlation	1	,103*	,127*	-,222**
	Sig. (2-tailed)		0,042	0,012	0,000
	N	388	388	388	327
REGR factor score 2 for analysis 1	Pearson Correlation	,103*	1	,130*	-0,046
	Sig. (2-tailed)	0,042		0,010	0,410
	N	388	388	388	327
REGR factor score 3 for analysis 1	Pearson Correlation	,127*	,130*	1	-,154**
	Sig. (2-tailed)	0,012	0,010		0,005
	N	388	388	388	327
IKEA Zwolle invulling MVO	Pearson Correlation	-,222**	-0,046	-,154**	1
	Sig. (2-tailed)	0,000	0,410	0,005	
	N	327	327	327	327

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Appendix 6: One Sample T-Test

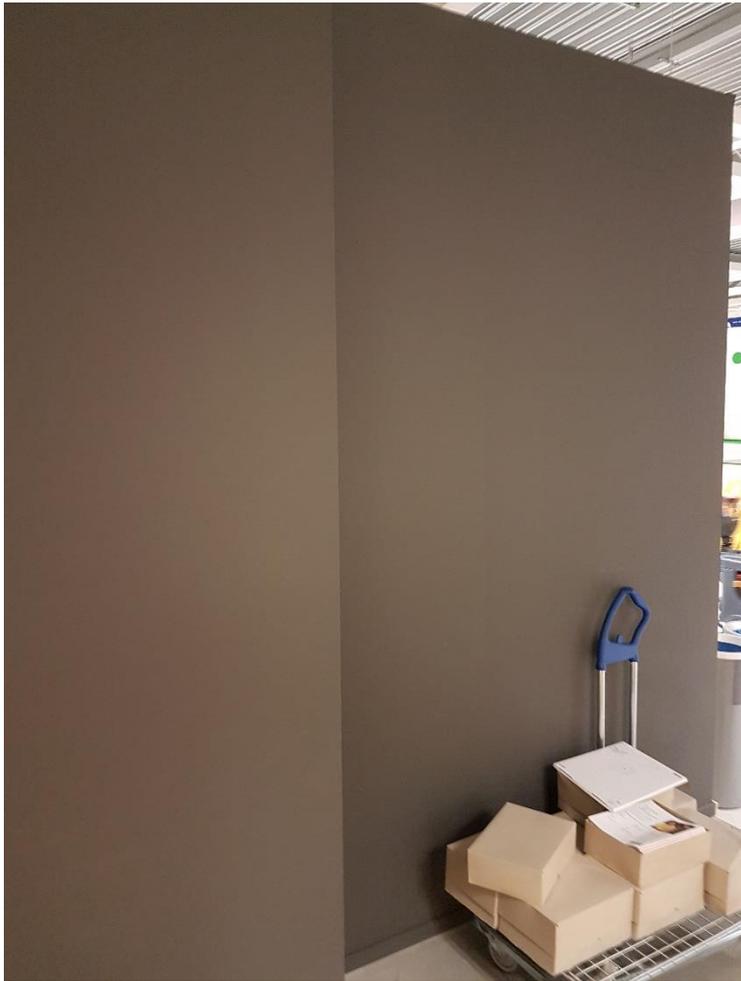
One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Productie vindt plaats in fabrieken onder veilige omstandigheden zonder kinderarbeid	354	1,47	0,661	0,035
Productie vindt plaats in fabrieken die op een verantwoordelijke manier met het milieu omgaan	360	1,65	0,697	0,037
Producten zijn verpakt in milieuvriendelijk verpakkingsmateriaal	369	1,60	0,672	0,035
Gebruik van transportmethoden met weinig of geen uitstoot van CO2	360	1,72	0,680	0,036
Het recyclen van afval	371	1,54	0,650	0,034
Mogelijkheid om batterijen, EDS en lampen terug te brengen	369	1,72	0,767	0,040
Het verlagen van het energieverbruik van de winkel	366	1,73	0,727	0,038
Garanderen van dierenwelzijn	361	1,71	0,768	0,040
Er zijn baankansen voor vluchtelingen	347	2,19	0,980	0,053
Samenwerking met goede doelen	361	2,05	0,910	0,048
Op duurzame producten is informatie over duurzaamheid te zien	363	1,78	0,718	0,038
Er worden producten aangeboden die mij thuis helpen meer duurzaam en gezond te leven	364	1,88	0,777	0,041
Er zijn duurzame etenswaren te koop	363	1,98	0,870	0,046
Baankansen voor mensen met een afstand tot de arbeidsmarkt	359	1,74	0,786	0,042
Houten of papieren producten komen uit goed beheerde bossen	364	1,55	0,655	0,034
Average		1,754648		

One-Sample Test						
	Test Value = 1.754					
	t	df	Sig. (2-tailed)	Mean Difference	Interval of the	
					Lower	Upper
Productie vindt plaats in fabrieken onder veilige omstandigheden zonder kinderarbeid	-8,034	353	0,000	-0,282	-0,35	-0,21
Productie vindt plaats in fabrieken die op een verantwoorde manier met het milieu omgaan	-2,908	359	0,004	-0,107	-0,18	-0,03
Producten zijn verpakt in milieuvriendelijk verpakkingsmateriaal	-4,278	368	0,000	-0,150	-0,22	-0,08
Gebruik van transportmethoden met weinig of geen uitstoot van CO2	-0,886	359	0,376	-0,032	-0,10	0,04
Het recyclen van afval	-6,450	370	0,000	-0,218	-0,28	-0,15
Mogelijkheid om batterijen, EDS en lampen terug te brengen	-0,830	368	0,407	-0,033	-0,11	0,05
Het verlagen van het energieverbruik van de winkel	-0,717	365	0,474	-0,027	-0,10	0,05
Garanderen van dierenwelzijn	-1,109	360	0,268	-0,045	-0,12	0,03
Er zijn baankansen voor vluchtelingen	8,349	346	0,000	0,439	0,34	0,54
Samenwerking met goede doelen	6,236	360	0,000	0,299	0,20	0,39
Op duurzame producten is informatie over duurzaamheid te zien	0,680	362	0,497	0,026	-0,05	0,10
Er worden producten aangeboden die mij thuis helpen meer duurzaam en gezond te leven	3,207	363	0,001	0,131	0,05	0,21
Er zijn duurzame etenswaren te koop	4,906	362	0,000	0,224	0,13	0,31
Baankansen voor mensen met een afstand tot de arbeidsmarkt	-0,382	358	0,703	-0,016	-0,10	0,07
Houten of papieren producten komen uit goed beheerde bossen	-5,795	363	0,000	-0,199	-0,27	-0,13

## Appendix 7: Communication plan photos











## Bibliography

Bloten, M. (2018, 3 27). Sustainability. (A. Slegten, Interviewer)

Brockhaus, S., Amos, C., Fawcett, A. M., Knemeyer, A. M., & Fawcett, S. E. (2017). *Please Clap! How Customer Service Quality Perception Affects the Authenticity of Sustainability Initiatives*. *Journal of Marketing Theory and Practice*.

Brundtland Commission. (1987). *Report of the World Commission on Environment and Development: Our Common Future*. Oxford: Oxford University Press.

Bulut, V. (2018, 3 29). Duurzaamheid. (A. Slegten, Interviewer)

Cambridge. (2018). *Meaning of consumer in english dictionary*. Retrieved from dictionary.cambridge:  
<https://dictionary.cambridge.org/dictionary/english/consumer>

Carpoollega. (n.d.). *Leuk dat je mee wil doen met Carpoollega!* Retrieved from carpoollega.nl: <https://www.carpoollega.nl/>

Clasper, M. (2013). *corporate social responsibility quotes*. Retrieved from developmentcrossing.com:

<http://www.developmentcrossing.com/profiles/blogs/corporate-social-responsibility-quotes>

- De Stentor. (2016, 29 2). *IKEA Zwolle zuinigste van Nederland*. Retrieved from destentor.nl: <https://www.destentor.nl/nieuws/ikea-zwolle-zuinigste-van-nederland~a166a552/>
- De Zwolse Stadsproductie. (2018). *De Zwolse Stadsproductie*. Retrieved from dewildedeerne.nl: <http://dewildedeerne.nl/de-zwolse-stadsproductie/>
- Doorn, J. v., Onrust, M., Verhoef, P. C., & Bügel, M. S. (2017). *The impact of corporate social responsibility on customer attitudes and retention—the moderating role of brand success indicators*. Groningen: Springer.
- dossierduurzaam. (2017). *Resultaten dossier duurzaam 2017*. Retrieved from dossierduurzaam.nl: <http://www.dossierduurzaam.nl/>
- drs. M.A. Losse. (2014). *Syllabus Probleemanalyse*. Retrieved from blackboard.saxion.nl.
- DuurzaamMKB. (2011). *waterloze urinoirs in sanitair met veel bezoekers*. Retrieved from duurzaammkb.nl: <http://www.duurzaammkb.nl/tips/tip/650/waterloze-urinoirs-in-sanitair-met-veel-bezoekers/>
- Duurzaam-ondernemen.nl. (2017, 9 14). *IKEA wint Retail Sustainability Award*. Retrieved from duurzaam-ondernemen.nl: <https://www.duurzaam-ondernemen.nl/ikea-wint-retail-sustainability-award/>
- emerce.nl. (2017, 9 18). *De 'ABN AMRO Retailer of the Year 2017 – 2018' categoriewinnaars zijn bekend*. Retrieved from emerce.nl: <https://www.emerce.nl/wire/abn-amro-retailer-the-year-2017-2018-categoriewinnaars-bekend>
- Erasmus School of Accounting & Assurance. (2018). *Corporate Social Responsibility (CSR)*. Retrieved from eur.nl: <https://www.eur.nl/esaa/executive-programs/corporate-social-responsibility/programma-corporate-social-responsibility>
- Essen, K. v. (2018, 3 26). Led campaign. (A. Slegten, Interviewer)
- European Commission. (2018). *causes of climate change*. Retrieved from ec.europa.eu: [https://ec.europa.eu/clima/change/causes\\_nl](https://ec.europa.eu/clima/change/causes_nl)
- European Union. (2018, 3 2). *Energy Labels*. Retrieved from Europa.eu: [https://europa.eu/youreurope/business/environment/energy-labels/index\\_en.htm](https://europa.eu/youreurope/business/environment/energy-labels/index_en.htm)
- FSC. (2018). *FSC CERTIFICATION*. Retrieved from ic.fsc.org: <https://ic.fsc.org/en/what-is-fsc-certification>
- Gewoon duurzaam. (2017, 9 2). *vegetarische balletjes ikea*. Retrieved from gewoon-duurzaam.nl: <http://www.gewoon-duurzaam.nl/eten/vegetarische-balletjes-ikea/>
- Gezondheidsmilieu.be. (2018). *Lood*. Retrieved from gezondheidsmilieu.be: <http://www.gezondheidsmilieu.be/nl/subthemas/lood-322.html>

- Global Footprint Network. (2018). *Ecological footprint*. Retrieved from footprintnetwork.org: <https://www.footprintnetwork.org/our-work/ecological-footprint/>
- Greenwashingindex. (2018). *about greenwashing*. Retrieved from greenwashingindex.com: <http://www.greenwashingindex.com/about-greenwashing/>
- Het Groene Oosten. (2018). *Het Groene Oosten*. Retrieved from hetgroeneoosten.nl: <http://www.hetgroeneoosten.nl/het-groene-oosten/>
- Hoop, M. d. (2018, 3 20). Let's play for a change. (A. Slegten, Interviewer)
- IKEA. (2014). *IKEA Group Sustainability Strategy for 2020*. IKEA .
- IKEA. (2016, 02 29). *IKEA Zwolle maakt duurzame ambities waar door energieverbruik aanzienlijk terug te dringen*. Retrieved from IKEA.com/nl: [http://www.ikea.com/nl/nl/about\\_ikea/newsitem/IKEA-zwolle-duurzaam](http://www.ikea.com/nl/nl/about_ikea/newsitem/IKEA-zwolle-duurzaam)
- IKEA. (2016, 04 29). *IWAY standard*. Retrieved from ikea.com: [https://www.ikea.com/ms/nl\\_NL/about\\_ikea/pdf/SCGlobal\\_IWAYSTDVers4.pdf](https://www.ikea.com/ms/nl_NL/about_ikea/pdf/SCGlobal_IWAYSTDVers4.pdf)
- IKEA. (2016). *Sustainability Report FY16*.
- IKEA. (2017). *democratisch design*. Retrieved from ikea.com/nl: [http://www.ikea.com/ms/nl\\_NL/this-is-ikea/democratic-design/index.html](http://www.ikea.com/ms/nl_NL/this-is-ikea/democratic-design/index.html)
- IKEA. (2017). *IKEA Winkels bij jou in de buurt*. Retrieved from ikea.com/nl: [http://www.ikea.com/nl/nl/ikny\\_splash.html](http://www.ikea.com/nl/nl/ikny_splash.html)
- IKEA. (2018). *Medewerkers bezoeken projecten*. Retrieved from ikea.com/nl: <https://www.ikea.com/nl/nl/dit-is-ikea/mens-en-maatschappij.html>
- IKEA. (2018). *Sortera afvalbak met deksel*. Retrieved from ikea.com/nl: <http://www.ikea.com/nl/nl/catalog/products/10255897/>
- IKEA Foundation. (2018). *Our vision and mission*. Retrieved from ikeafoundation.org: <https://www.ikeafoundation.org/about-us-ikea-foundation/our-vision-and-mission/>
- IKEA Group. (2014). *IKEA Group Sustainability Strategy for 2020*. IKEA.
- IKEA Group. (2016). *Sustainability report FY16*. IKEA Group.
- IKEA Group. (2016). *Sustainability Report FY16*. IKEA.
- INGKA Holding B.V. (2017). *Yearly Summary FY17*. INGKA Holding B.V.
- Insight Association. (n.d.). *spontaneous awareness*. Retrieved from insightassociation.org: <https://www.insightsassociation.org/issues-policies/glossary/spontaneous-awareness>
- Inter IKEA Systems. (2016). *The IKEA way history*. Retrieved from ikea.com: [http://www.ikea.com/ms/en\\_AU/about\\_ikea/the\\_ikea\\_way/history/](http://www.ikea.com/ms/en_AU/about_ikea/the_ikea_way/history/)

- Inter IKEA Systems B.V. (2015, 8 10). *ikea verkoopt alleen nog led verlichting*. Retrieved from press.ikea.be: <https://press.ikea.be/ikea-verkoopt-alleen-nog-led-verlichting-60413#>
- Inter IKEA Systems B.V. (2016). *Meubel inruilservice IKEA Zwolle*. Retrieved from ikea.com: [https://www.ikea.com/ms/nl\\_NL/img/local\\_store\\_info/zwolle/beeldmateriaal\\_overnig/Meubelinruilservice.website.pdf](https://www.ikea.com/ms/nl_NL/img/local_store_info/zwolle/beeldmateriaal_overnig/Meubelinruilservice.website.pdf)
- Inter IKEA Systems B.V. (2016). *The IKEA way history 1940 1950*. Retrieved from IKEA.com: [http://www.ikea.com/ms/fr\\_MA/about\\_ikea/the\\_ikea\\_way/history/1940\\_1950.html](http://www.ikea.com/ms/fr_MA/about_ikea/the_ikea_way/history/1940_1950.html)
- Inter IKEA systems B.V. (2017). *inductiekookplaten*. Retrieved from ikea.com/nl: <https://www.ikea.com/nl/nl/catalog/categories/departments/kitchen/20813/>
- Inter IKEA Systems B.V. (2017). *Matras retour*. Retrieved from IKEA.com: [https://www.ikea.com/ms/nl\\_NL/customer\\_service/ikea\\_services/matrasretourrecycleservice.html](https://www.ikea.com/ms/nl_NL/customer_service/ikea_services/matrasretourrecycleservice.html)
- Inter IKEA Systems B.V. (2017). *Over de IKEA group*. Retrieved from IKEA.com: [http://www.ikea.com/ms/nl\\_NL/this-is-ikea/about-the-ikea-group/index.html](http://www.ikea.com/ms/nl_NL/this-is-ikea/about-the-ikea-group/index.html)
- Inter IKEA Systems B.V. (2017). *The IKEA way history 1960-1970*. Retrieved from IKEA.com: [http://www.ikea.com/ms/fr\\_MA/about\\_ikea/the\\_ikea\\_way/history/1960\\_1970.html](http://www.ikea.com/ms/fr_MA/about_ikea/the_ikea_way/history/1960_1970.html)
- Inter IKEA Systems B.V. (2018). *LED-campagne*. Retrieved from ikea.com: [https://www.ikea.com/ms/nl\\_NL/campagne/beter-licht-beter-leven.html](https://www.ikea.com/ms/nl_NL/campagne/beter-licht-beter-leven.html)
- Inter-IKEA Systems b.v. (2018, 3 6). *FY17 Sustainability Report from Inter IKEA Group: on our way to becoming People & Planet Positive*. Retrieved from newsroom.inter.ikea.com: <https://newsroom.inter.ikea.com/publications/all/fy17-sustainability-report-from-inter-ikea-group--on-our-way-to-becoming-people---planet-positive/s/e7f47a2e-53ca-4d15-88e1-f856dfbdc06>
- Jacquette, F. (2016, 9 21). *Hygiene factors and the creation of customer experience magic*. Retrieved from jacquette.com: <http://www.jacquette.com/hygiene-factors-and-the-creation-of-customer-experience-magic/>
- Labelinfo. (n.d.). *ASC*. Retrieved from labelinfo.be: <https://www.labelinfo.be/label/voeding-asc>
- Lin-Ha, N., & Müller, K. (2012). *The CSR Bottom line: Preventing corporate social irresponsibility*. Elsevier.
- Marine Stewardship council. (n.d.). *wat is MSC*. Retrieved from msc.org: <https://www.msc.org/over-ons/wat-is-msc>

- mbaskool. (n.d.). *Definition: top of mind awareness*. Retrieved from mbaskool.com: <https://www.mbaskool.com/business-concepts/marketing-and-strategy-terms/10992-top-of-mind-awareness.html>
- Meacher, M. (2002). *Michael Meacher quotes*. Retrieved from azquotes.com: [http://www.azquotes.com/author/33020-Michael\\_Meacher](http://www.azquotes.com/author/33020-Michael_Meacher)
- NASA. (2018). *climate change*. Retrieved from NASA.gov: <https://climate.nasa.gov/>
- NASA. (2018). *effects of climate change*. Retrieved from nasa.gov: <https://climate.nasa.gov/effects/>
- NASA. (2018). *scientific consensus*. Retrieved from nasa.gov: <https://climate.nasa.gov/scientific-consensus/>
- Nielsen. (2014, 6 17). *Global Consumers are Willing to Put Their Money Where Their Heart is When it Comes to Goods and Services from Companies Committed to Social Responsibility*. Retrieved from nielsen.com: <http://www.nielsen.com/us/en/press-room/2014/global-consumers-are-willing-to-put-their-money-where-their-heart-is.html>
- Oosterveld, M. (2018, 3 29). *Duurzaamheid*. (A. Slegten, Interviewer)
- Purt, J. (2014). *Consumer behaviour and sustainability - what you need to know*. Retrieved from theguardian.com: <https://www.theguardian.com/sustainable-business/2014/sep/10/consumer-behaviour-sustainability-business>
- Rasoft inc. (2013). *steekproefcalculator*. Retrieved from steekproefcalculator.com: <http://www.steekproefcalculator.com/steekproefcalculator.htm>
- Retailer of the year. (2017, 9 14). *Vakprijzen*. Retrieved from retaileroftheyear.nl: <http://www.retaileroftheyear.nl/vakprijzen>
- Rijksdienst voor Ondernemend Nederland. (2018). *Energielabel gebouwen*. Retrieved from rvo.nl: <https://www.rvo.nl/onderwerpen/duurzaam-ondernemen/gebouwen/hulpmiddelen-tools-en-inspiratie-gebouwen/ep-online>
- Rijksdienst voor Ondernemend Nederland. (2018). *Warmte-koudeopslag*. Retrieved from RVO.nl: <https://www.rvo.nl/onderwerpen/duurzaam-ondernemen/gebouwen/wetten-en-regels-gebouwen/bestaande-bouw/energielabel-utiliteitsgebouwen>
- RTVoost. (2016, 11 14). *ikea zwolle en wezo geprezen om inzet van mensen met beperking*. Retrieved from rtvoost.nl: <http://www.rtvooost.nl/nieuws/256281/ikea-zwolle-en-wezo-geprezen-om-inzet-van-mensen-met-beperking>
- RUG. (2007). *Factoranalyse*. Retrieved 5 14, 2018, from RUG.nl: <http://www.gmw.rug.nl/~methodologiewinkel/index?id=212>
- Scribbr. (2015, 9 8). *Soorten interviews*. Retrieved from scribbr.nl: <https://www.scribbr.nl/onderzoeksmethoden/soorten-interviews/>
- Servaes, H., & Tomayo, A. (2013). *The impact of Corporate social responsibility on Firm value: The role of customer awareness*. online: Informs.

- Shannon, C. E., & Weaver, W. (1971). *ZBMO model van Shannon en Weaver*. Retrieved from toolshero.nl: <https://www.toolshero.nl/communicatie-modellen/zbmo-model-shannon-weaver/>
- SPSS handboek. (n.d.). *De Cronbach's Alpha, hoe het werkt*. Retrieved 14 5, 2018, from spsshandboek.nl: [https://www.spsshandboek.nl/cronbachs\\_alpha/](https://www.spsshandboek.nl/cronbachs_alpha/)
- SPSShandboek. (n.d.). *Voorbeeld One Sample T-Test Interpreteren*. Retrieved 14 5, 2018, from spsshandboek.nl: <https://www.spsshandboek.nl/voorbeeld-one-sample-t-test/>
- Statistics how to. (2017). *Kaiser meyer Olkin*. Retrieved 5 14, 2018, from statisticshowto: <http://www.statisticshowto.com/kaiser-meyer-olkin/>
- Studiemeesters. (2018). *De likertschaal voor enquêtevragen in scriptieonderzoek*. Retrieved from studiemeesters.nl: <https://www.studiemeesters.nl/studietips/de-likertschaal-voor-enquetevragen-scriptieonderzoek/>
- Sustainable Brand Index. (2017). *de OFFICIËLE SUSTAINABLE BRAND INDEX RANKING 2017*. Retrieved from sb-index.nl: <https://www.sb-index.nl/2017-resultaten/>
- UN global compact. (2005). *Better cotton initiative (BCI)*. Retrieved from supply-chain.unglobalcompact.org: <http://supply-chain.unglobalcompact.org/site/article/26>
- United Nations. (2014, 7 10). *World's population increasingly urban with more than half living in urban areas*. Retrieved from un.org: <http://www.un.org/en/development/desa/news/population/world-urbanization-prospects-2014.html>
- United Nations. (2017, 6 21). *World population prospects 2017*. Retrieved from un.org: <https://www.un.org/development/desa/en/news/population/world-population-prospects-2017.html>
- Universiteit van Amsterdam. (n.d.). *Technieken voor het multivariaat bewerken van twee of meer variabelen*. Retrieved 5 14, 2018, from mco.edu.fmg.uva.nl: [http://mco.edu.fmg.uva.nl/is/hints/hint\\_multivariaatbewerken.htm](http://mco.edu.fmg.uva.nl/is/hints/hint_multivariaatbewerken.htm)
- UTZ. (2018). *certification*. Retrieved from utz.org: <https://utz.org/what-we-offer/certification/>
- Verhage, B. (2013). *Grondslagen van de Marketing*. Groningen: Noordhoff Uitgevers.
- Verhoeven, N. (2011). *Wat is onderzoek*. Den Haag: Boom Lemma uitgevers.
- Het Groene Oosten* (2017). [Motion Picture].