

Quality management : IKEA Shops

I will try evaluate the 7 principle of Ikea management quality in the processus of sales in Ikea Shop.

1) Focus on customer

PLAN : IKEA want to put the customer on the heart of their action. « improve the daily life of a larger number of people » in their one principle value.

The objective are : Create furnitures for every one.

Feel like home in the shop for customer

Give low price for touch all the target.

Create better everyday life for customer

DO : They do all of that to achieve their goals :

create beautiful shop « like big home »

Found supplier with lower prices

Design many collection all the time.

CHECK : Graduate in the customer performance award.

Recognition in the customer satisfaction Index.

ACT : They can do survey on customer, test, and maybe listen more customer.

My assessment of this principle :

I find that Ikea respects this principle very well as you can see they have objectives that place the consumer at the center. They succeed in achieving their objectives by placing devices in accordance with them. And finally it verifies that their objectives are achieved through these surveys and the receipt of awards as well as consumer prices. Finally, they always question themselves and do not stay on their toes by offering new things for consumers.

I find that on this principle they make a quality management. But I think it could improve the customer experience by using technology: like simulating the new kitchen with virtual reality. Moreover, he must not rest on their base. There are always a few things to rethink, you have to reinvent yourself.

2) Effectuated Leadership

PLAN :

- One of the objectives of Ikea are to valorized the work of these employees. As a good team leader the director of Ikea develop a strategy for their managers.
- IKEA founder Ingvar Kamprad say “if there is such a thing as good leadership, it is to give a good example” is a clear illustration of his leadership values,
- IKEA leadership relates to the effective application of intangible employee motivation tools to achieve enhanced employee performance.
- Kemprad say a leader must be abundantly clear on the thing most important to them and act in accordance to the principles everyday

DO :

- The style of team manager are directive, supportive, and participative and achievement oriented.
- For managers in IKEA, their expectations of employees are being active, responsible and autonomous in their behavior, critical in their thinking and highly engaged in their work as shown with IKEA’s success.
- Manager are interested in how happy workers feel and in many ways he acts as a father figure. Such as, managers in IKEA consult employees over issues and listen to their feedback or opinions and make the actual decisions in the best interests of the workers as they believe the staffs still need direction.
- Kamprad had a habit of personally handing out Christmas presents every year to thousands of employees, earning their admiration and loyalty.

CHECK :

- Ikea makes control of quality and quantity
- Ikea reaches their objectives so we can think that the leadership is good.
- Ikea gives good tools to manager so the head of the company take a good strategy.

ACT :

- training for CEO of the company.
- Fixed objectives more ambitious

My assessment of this principle :

Concerning my assessment of this principle, I find that it is respected in a mixed way: I explain myself. On the one hand I think they have a good learder ship because the company's objectives are achieved and there is a good performance, a good productivity and therefore a good strategy in place. There is therefore a

good vision and orientation for the company. But on the other hand, I find that the leadership is poorly managed with employees, as we saw in the previous point, they are no longer satisfied and are no longer satisfied with their working conditions.

I think there is an effort to be made in terms of recognizing the work of employees, and the relationship of trust between employees and management

In order to improve this principle, I think that employees should be given more responsibilities in order to invest them more in the company. Ikea must also implement actions with these employees in line with its corporate culture. Recovering trust, simplicity and honesty, these are the real values. To improve the work of managers, it will be necessary to bring in mentors who would advise and help managers to respect this corporate culture

3) People are engaged towards value creation

Ikea's corporate culture is an effective way to involve employees motivation.

PLAN : The objective of Ikea is :

- Involve employees through good mood at work: "Working here is like working with friends they say. « Even those who don't work there think it's just as cool. »
- They are committed to common values to be shared: empathy, diversity, honesty, joy, positive attitude. « we're trying to find the solution that best suits your situation personal »
- -Leadership by exemple : encourage people to take responsibilities

DO :

Try to create a good investment of employees with different action :

- All team members have the same outfit, this creates a team spirit.
- There's a lot of reconversion possibilities according to them.
- There is a training accessible to all: my Leadership: getting to know each other better, communicating better.
- Do a big corporate campaign communication on this point : why is so cool to work at Ikea »
- Flexible solutions for part-time work
- Equal opportunities, regardless of gender, age, nationality, race, religion or sexual affinities
- Discount granted to employees in the IKEA restaurants + 15% discount on purchases made in the furniture store

CHECK : To know if employees are really satisfied what they do :

- Meeting with the unions and the meeting
- Employees can speak all the time with the manager of how is he feel.
- IKEA reportedly has a low employee turnover rate

ACT :

- Training for manager
- Meeting with unions
- Do more campaign of communication about all the advantages to work here.
- Put more rules for improve the life at work of the employees.

My assessment of this principle :

I find that this principle is not really respected at Ikea because they have many surrealistic and idealistic objectives regarding employee motivation but what do they do in practice? Are their employees really fulfilled at work and satisfied with their conditions?

Actually not really? That's what I observed in an article The World: employees are no longer satisfied as before, they say that Ikea has become a common supermarket, salaries are low, the number of hours high, they must do more and more. They noticed a change.

In addition to their internal communication campaigns being exaggerated, they sell dreams to employees to encourage them to apply.

I think that to improve this principle: certain things must be changed:

Set up monthly meetings where employees give their opinions and make recommendations. The company needs to listen more to these employees and unions. And Create a recommendation box. And Bringing specialists into the company.

4) Processes are built to reach effectiveness and efficiency

PLAN :

- Respect 5-day deadlines for orders
- succeed in producing design products at low prices
- succeed in producing large quantities and supplying all their stores
- Maintain the production line rate
- Remain flexible on the industrial process
- To succeed in coordinating all the production steps without loss.
- have an optimized production

DO :

- they are equipped with the best machines
- They have the necessary resources
- They have management and logistics tools to improve processes

- They have qualified and competent people to supervise the production line
- Use of standards

CHECK :

- They check that their processes are working thanks to figures, frequent reviews,
- They set up statistics

ACT :

- Set higher goals
- make planning
- surround yourself with the best professionals
- optimize the production steps

My assessment of this principle :

I find that on the one hand yes they manage to achieve their production objectives so the process works they produce in large quantities, they then deploy their resources efficiently but I think there are criticisms to their process:

- There are more and more machines and therefore fewer and fewer employees
- If you want to optimize the production too much, you lose quality: people approach it to the brand
- The creation of products abroad so it is not very eco-responsible

But if We had to improve this principle I think we can

- Try to brainstorm to find new ideas
- Try to benchmark to copy the best in the field
- Find solution to keep the quality

5) Continuous efforts towards improvement

PLAN :

- The challenge: Create good products at the lowest price
- To creating furniture products they identify the needs of people on a daily basis, especially those of the largest number, who have low incomes and small living spaces
- Design and Product Development employees focus on price and quality, design and functionality, environment and health.

DO :

- Designers and manufacturers work closely together
- Each idea is examined to see to what extent it involves the rational use of raw materials and manufacturing possibilities.
- improve performance and productivity
- has recently introduced design studio's in their regular stores
- continuous improving based on customer insights
- create an app : the IKEA Space app

CHECK :

- The company's figures are doing well there are still as many customers so their improvement is effective

ACT :

- improve the store experience with the online experience
- IKEA has to innovate and come out with ground breaking solutions of making delivering to their customers in less time than its competitors, more efficiently, and have to up the ante on the returns and refunds process

My assessment of this principle :

Regarding my personal criticism of this principle I think ikea is very good at improving, he is constantly finding ways to improve himself, to improve the organization's capabilities and performance. Indeed, they are trying to renew themselves by using technology, applications and new consumer services.

But I think he should think about improving what is already in place: like the return of an item that is not working, because customers complain about this, the website that is not clear, we need to improve the platform. So they have to make their e-commerce platform one of the best and make really innovative e-commerce startups.

6) Success-theater is discarded for giving place to evidence-based decision making

PLAN :

- Used the better logical and devices for management
- Their goal is to be in full control of the space and the volumes of goods in order to maintain uninterrupted sales
- Give the right data to the right employees on time
- Perfect management control and information system

DO :

- using tools of management decision making
- informed and train employees to uses theses tools
- train employees to take decision based on analysis

CHECK :

- All the service are well informed on time so we can say that they are supposed to take the good decision thank to these informations.
- Employees are satisfied about their access to reliable data.

ACT :

- improve Ensured access to accurate and reliable data
- Find all the time better appropriate methods to analyze the data
- Developp new way to analyse the data, to allow employees to take good decision.

My assessment of this principle :

Regarding my criticism of this principle, I do not have much to say. I think they exercise quality management on this point because the company works very well and this at all points of the supply chain. Everyone has a place in the organization and is trained to analyze the data and make informed decisions accordingly. I just suggest to Ikea to always improve on this point and try to find the best technologies in order to stay at the forefront. For example, it can draw inspiration from other companies or hire experts on this subject.

7) Focus on developing relationship throughout the value/supply chain, and the stakeholders' ecosystem

PLAN :

- Know very well their stakeholder is the key to work well with them.
- Keep the values of the company with the stakeholders : trust, honesty, confidence.
- IKEA gains knowledge through communicating with their stakeholders and partners, they learn, share experiences, and accomplish more than what they would have done by themselves
- The managers are really concerned about the stakeholders who have higher power and higher interest with the company
- most priority stakeholder of the company are its customers
- prioritized their stakeholder but do not neglect any of them : so understand them

DO :

- Put the customer at the center of their Priority : make innovation for them, improvement.
- Work with lots of unions trade unions, organisations and other companies like : Better Cotton Initiative (BCI), Building and Wood Workers' International (BWI), Business for Social Responsibility (BSR), Clean Cargo Working Group (CCWG).
- Take care of each stakeholder : share information with them
- managers and leadership in all branches and units are sent to work in different stations along the supply chain such as at warehouses once a year

CHECK :

- They have well developed planning quality controlling and information management systems
 - Strong corporate culture helps company to set flexible as well as efficient structures and routines
 - Control and check along the supply chain.
 - There are different managerial structures depending on the country, shop and area in which IKEA is positioned.

ACT :

- find stakeholder which will further increase the company's value
- find stakeholder in relation with their new goal and improvement
- set higher goal

My assessment of this principle :

I think that Ikea achieves quality management with regard to this principle: because it selects the right stakeholders according to their objectives to be achieved. In addition, he surrounds himself with the best in order to benefit from their expertise. And this relationship with them is well supervised and verified with good communication and management tools.

However, I think it would be nice if he could surround himself with different stakeholders: such as eco-responsible people to stay green. Ikea also should partner with local vendors and retailers.

Finally, I think that he must not neglect their relationship with their stakeholders because it is as important as consumers, so he must keep their fundamental values : honesty, trust...

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