



**Instituto Universitário de Lisboa**

HOW MERCHANDISING AND LAYOUT OF  
IKEA INFLUENCE THE CONSUMER  
BEHAVIOR?

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## **Resumo**

Esta tese é um projeto empresa focado nas áreas de marketing, merchandising e comportamento do consumidor adaptadas à Ikea. O comportamento do consumidor é estudado com muita frequência e abordado por muitas perspectivas devido à sua elevada importância. A estratégia e ferramentas de marketing utilizadas podem ter grande influência na imagem que o cliente tem da empresa, assim como a estratégia de comunicação visual definida é crucial para divulgar a mensagem. O foco principal deste estudo é analisar como o merchandising e o layout da loja influenciam o comportamento do cliente, especificamente nas lojas Ikea. Deste modo, é pertinente entender se o layout da loja e as características de loja são adequados para um cliente cada vez mais exigente. Para entender as percepções dos consumidores, foram testados muitos aspectos da experiência de marketing e loja da Ikea. Após a análise dos resultados conclui-se que a Ikea tem uma presença de marketing bastante vinculada para o consumidor e quase todas as variáveis da loja têm um efeito positivo no consumidor. Por fim, foram apresentadas algumas sugestões como: desenvolver a conexão digital com o consumidor; A segunda recomendação consiste numa alteração no design da loja: nesta ótica pretende-se atender à necessidade da criação de um caminho mais curto e prático para visitar a loja; A terceira recomendação consiste na elaboração de showrooms virtuais nas lojas, dando a oportunidade de armazenar mais material; A quarta recomendação é a execução de produtos de classe premium e ainda elaboração de uma classe de produtos personalizada.

## **Abstract**

This dissertation is a company's project focused on marketing, merchandising and consumer behavior areas adapted to Ikea. The consumer behavior is studied very often and approached by many perspectives. The marketing strategy and tools used can have great influence on the image that the customer has about the company. The visual communication strategy defined by the company is crucial to pass the message. The main focus in this study is to see how merchandising and store layout influence customer behavior, specifically in Ikea stores.

In order to understand consumer's perceptions, it was necessary to conduct a survey where were tested many aspects of the Ikea's Marketing and store experience. The conclusion is that Ikea has a very powerful marketing presence to the consumer and all the in-store variables have a positive effect on consumer. In the end it is recommended to develop the digital connection with the consumer. The second recommendation is about the store design, it is suggested to make a long and a shorter path, to customers who know what they want. The third recommendation consists on an elaboration of virtual showrooms in the stores, where the customer can see different cinereums in the same place, giving opportunity to store more material. The fourth recommendation is the execution of premium class products, and also a customized product class.

Keywords: Merchandising, Consumer Behavior, Marketing, Product Disposal, Product Layout, Consumer Decision, Marketing Strategy.

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## **Executive Summary**

The consumer's behavior is a topic that was already investigated by many authors, however, there are only a few that compare and study both the consumer's behavior and the merchandising and store layout.

In this company project the aim is to investigate the above topics and the relation between them both in the Ikea context based on bibliographic references that approach marketing and explore in detail the strategies and their marketing tools that each company can (or cannot) use, there is the desire to analyze the approach used by Ikea when it comes to marketing towards the consumer. After this, the dynamic and the store's environment are reviewed to understand how these two factors make the consumer go to the store or even to the website. In this strand, there is a confrontation between the consumer's behavior and the merchandising techniques that Ikea applies. To perform this investigation, a survey was accomplished with Ikea's marketing issues, store characteristics and environment were addressed. The analysis of the variables reveals that Ikea has differentiating characteristics, almost unique that combine perfectly (store's layout, showrooms, music, illumination, consumer service, and others).

Although the great results from the survey, some issues related to this company emerged such as The digital experience can be encouraged in a way that the consumers become more connected with the brand and, for example, it is proposed a discount voucher for those who download the app and 10% discount on the first order.

The second recommendation is about the path, Ikea should do two paths, a long one and a shorter one. This last one is for people who know what they want to buy and do not have time to spend walking around the store. The third suggestion goes to the product disposal/access that the Ikea's customer values. This is one of Ikea's weaknesses and the majority of customers value immediate access. Due to this problem, Ikea should build virtual showrooms in the store where the customer enters in a room and select the features that he/she likes. By this, it is possible to store more products. The fourth suggestion goes to the creation of a premium product class to satisfy the more demanding and older people that value the quality rather than the price. The last recommendation is also about the product class, but the focus is on customizing products, to fulfill the needs of people who prefer to not buy standardize products and give a personal touch to them.



## **Introduction**

The retail industry is a very competitive one and it focuses on the customer's preferences, once this sector makes the connection between the product and the final client. Consumer behavior is "the study of the acquisition, consumption, use, and disposal of products, services, experiences, or ideas, by consumers. When considered in greater depth, consumer behavior can be defined as the study of how and when individuals, groups and organizations select, purchase, use and dispose of products, services, experiences or ideas to satisfy their needs." (Tetteh, Vanessa, 2017). In 1977, Jacoby Berning, and Dietvorst were the first authors that debated the consumer's behavior in the disposal of the products. Since then, several authors investigated consumer behavior in many perspectives, like, Perner (2003) that studied the individual characteristics like demographics, psychographics and behavior, in order to predict consumer behavior; Demirdjian & Senguder, 2004 in psychology field "the study of individual behavior"; Banyte, Paunksniene & Rutelione, (2007) studied the personal factors "everything that is inside the person" that influence people's behavior and others.

Consumer's behavior is very challenging and fast so the companies must follow the market trends by trying to fulfill the customer's preferences with products or services that they provide. "According to Cohen (1991), the company determines the decisions related to the 4P (Product, Place, Promotion, and Price) by focusing on its consumers." To be competitive it is mandatory that the product and services are design and built to fulfill the customer needs. The trend of the market is to be more and more demanding and that brings to modern society a bigger effort from the companies.

Merchandising is also an important concept in this study, it is defined as "the promotion of the sale of goods that can employ pricing, special offers, display and other techniques designed to influence consumers' buying decisions." (Markus, 2016). The merchandising techniques should be innovative and attentive to customer's preferences to create a proper environment to incentive the customers to buy the products.

This study is focused on Ikea, the furniture company, and the aim is to understand the product's disposal and the interactions with customers, how and why they happen.

## Literature Review

The modern society is increasingly more demanding with their choices and this represents a challenge to the companies. There several studies about different perspectives on how and why the customer is attracted to certain products and analyzed by different areas as merchandising, marketing, management, customer behavior, psychological factors, and others.

This investigation approaches some of the areas with the final purpose of adapt the conclusions to the Ikea company.

## Marketing Strategies

According to Ryans (2003), two different but complementary strategies can define a marketing strategy. Despite being two different strategies, there is no consensus amongst the researchers. The first strategy is standardization (standardize product and communications program) which is the set of actions that a company does to establish their activity in different countries that are the same (identical products, identical distribution system and identical prices). The market where the company is established does not matter, because “*everything tends to look the same*”. The world is guided by the development of technology and is getting more global and closer according to Levitt (1983).

On the other hand, there is the other strategy which is the adaptation or local strategy (customized product and communications program). The arguments to this strategy were defined by Friedman (2006), who states that “*the business landscape is not homogenous but instead heterogeneous which makes adaptations necessary, at least when the view is international and when working in culturally diverse markets*”. The importance of consumer personalities is also mentioned and reinforced in Chan and Tai (2001) study that stated: “*The importance for retailer managers to take consumers' personalities into account to maximize the effectiveness of their store design and merchandising policy*”.

There are also mixed strategies with uniform products and customized messages or customized products with uniform messages.

		<b>Communication Strategy</b>	
<b>Product Strategy</b>		Standardize Communications	Localized Communications
	<b>Standardize Product</b>	<b>Global Strategy:</b> Uniform product/ Uniform message	<b>Mixed Strategy:</b> Uniform Product/ Customized Message
	Localized Product	<b>Mixed Strategy:</b> Customized Product/ Uniform Message	<b>Local Strategy:</b> Customized Product/ Customized Strategy

Fig. 1 -Global Marketing Strategies

Source: Schiffman, L., & Kanuk, L. (2008)

According to the authors some aspects should be considered when a company is established in different markets.

## Marketing tools

The companies have different marketing tools to achieve the customers as the traditional tools that make use of newspapers, magazines, radio, television, banners and telephone directories (Etree, 2019). The traditional marketing media involve marketing tools as print advertisements, new releases, and commercials. The main focus of this approach is to reach the most number of customers possible trying to increase the sales; digital tools “Creating an appropriate website is required for successful digital marketing” (Rahimnia and Hassanzadeh 2013), “e-mails can facilitate brand encounters and deepen relationships with loyal customers.”(Simmons, 2007); Social marketing tools “(...)are related to digital marketing tools. Social media marketing uses blogs, Twitter, Vlogs, Pinterest, Instagram, Facebook, YouTube, and other online channels” (Etree, 2019); Promotional marketing tools “(...) are tangible marketing tools as business cards, brochures, websites, informational videos. (Etree, 2019). With those tools is possible to better understand the product and create brand awareness (possibly).

The main focus of the marketing subject is to discover how do companies attract the customers to their products and to help this analysis it is necessary to focus on consumer behavior. What

factors will catch consumers attention? How is it possible to motivate the customer to buy a product?

## **Consumer behavior**

### **The importance of the motivation**

Motivation “is the driving force within individuals that impels them to action. This driving force is produced by a state of uncomfortable. The tension which exists as a result of unsatisfied need.” (Schiffman & Kanuk, 2008).

In real-life situations, the motivations are constantly changing, as individuals obtain their goals, they develop new ones. So, motivation is highly dynamic, and it is influenced by the rational and emotional needs. The rational needs imply that the customer selects goals based on objective criteria. On the other hand, emotional needs imply emotions according to individual criteria.

There is a constant actualization of people's needs from the most basics to the most complex. The hierarchy of needs theory (Maslow’s Hierarchy of Needs) orders the needs from the basic needs to the most secondary needs. The base is composed of physiological needs (including water, food, water, air, shelter, clothing...). Then the next level is safety and security needs and this level includes physical safety and also emotional safety as order, routine, familiarity, stability, and health. Once this level is guaranteed, the next level is about social needs and this is composed of affection, love, relationship with others.

The fourth level is about ego needs that reflect the need for self-acceptance, self-esteem, independence, and personal satisfaction.

The final stage of Maslow’s Hierarchy of Needs is composed of the need for self-actualization (or self-fulfillment) which is the capacity of an individual to start being what the individual wants to be (p.e. Singstar, businessman, Olympic star, ...)

This theory states that dissatisfaction originates motivation/behavior and helps the companies to focus on their advertising appeals on a need level that is probably the largest segment of the target market (McLeod, 2019).

## Hierarchy of needs (Dr. Abraham Maslow)

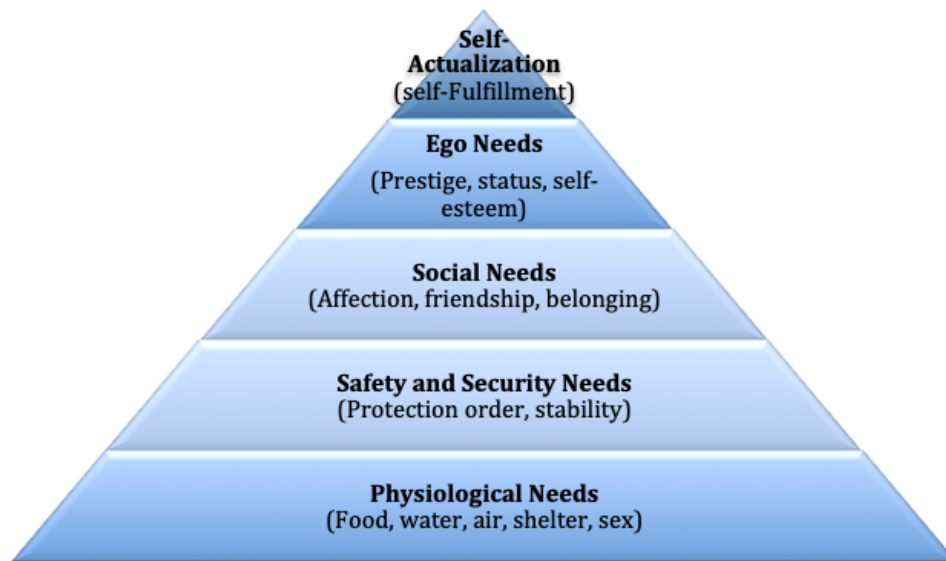


Fig. 2 - Maslow's Hierarchy of Needs

Source- Schiffman & Kanuk (2008)

### Impulse Buying vs rational decision

The impulse buying decisions are related to the affective component (Cobb and Hoyer, 1986; Piron, 1991; Rook, 1987; Rook and Fisher, 1995; Weinberg and Gottwald, 1982). The positive mood generally results in a positive buying behavior. (Rook and Gardner, 1993). "Impulse buying occurs when a consumer experiences a sudden, often powerful and persistent urge to buy something immediately. The impulse to buy is hedonically complex and may stimulate emotional conflict. Also, impulse buying is prone to occur with diminished regard for its consequences" (Rook, 1987). The customers are more likely to buy by an impulse if they perceive enjoyment when interacting with the shopping environment. (Parboteeah, Valacich, Wells, 2009). This behavior includes acting spontaneously (or accidentally) without full consideration of the consequences. (Gerbing, Ahadi, Patton, 1987).

On the other hand, there is a conscious consumer behavior when it is previously planned buying behavior and it is a time-consuming search (Piron, 1991; Stern, 1962).

If the decision is planned there is a rational attitude and the consumer follows the model explained below.

## **Consumer making decision model**

The concept of consumer behavior is defined as” *the behavior that consumers display in searching for purchasing, using, evaluating, and disposing of products and services that they expect will satisfy their needs. The study of consumer behavior focuses on how individuals make decisions to spend their available resources (time, money, effort) on consumption.*” (Schiffman & Lazar, 2007).

Several models explain how customers make decisions. However, there is a model of customer decision making which is an overview of all the models.

According to Schiffman & Kanuk (2008), the generic model is composed of the input, the process, and the output.

The input component is the external influence that results from two major sources of information: the firm’s marketing strategy (product, price, promotion, and place) and the external sociological influences on the customer. All these inputs influence customer behavior (of a buy or not the product or service). To influence the external factors, companies use marketing mix activities to communicate the benefits of their products and services to potential consumers and sociocultural influences. These marketing inputs attempt to inform and persuade consumers to buy and use its products (package, size and guarantee; mass media advertising, direct marketing, personal selling, and other promotions; pricing policies and selection of distribution channels to move the product from manufacturer to the consumer). The sociocultural inputs are the major influence on consumer behavior (social class, culture).

The process is where the customer understands that there is a need to fulfill and start to search and evaluate all the alternatives. There are internal influences as motivations, perceptions, learning, personality, and attitudes, that influence customer evaluation.

The process is composed of some stages: the need recognition which is likely to occur when the consumer is faced with the problem; the prepurchase search begins when the consumer perceives a need that might be satisfied by the consumption of a product/service. When the customer does not have any experience, he will search for information on which base a choice (external sources as marketing and noncommercial information). However, if the consumer has an experience, he will base his decision on that experience (Internal source).

The evaluation alternatives are composed of two tools: the list of brands from which they plan to make their selection and the criteria that they will use to evaluate each brand. In the end, the

consumer establishes an *evoked/consideration set* which refers to the specific brands that consider buying within a particular product category. Consequently, the consumer draws an *inept set* which is the list of the brands that the individual is not interested in and also the *inert set* which is the list of brands he is indifferent to.

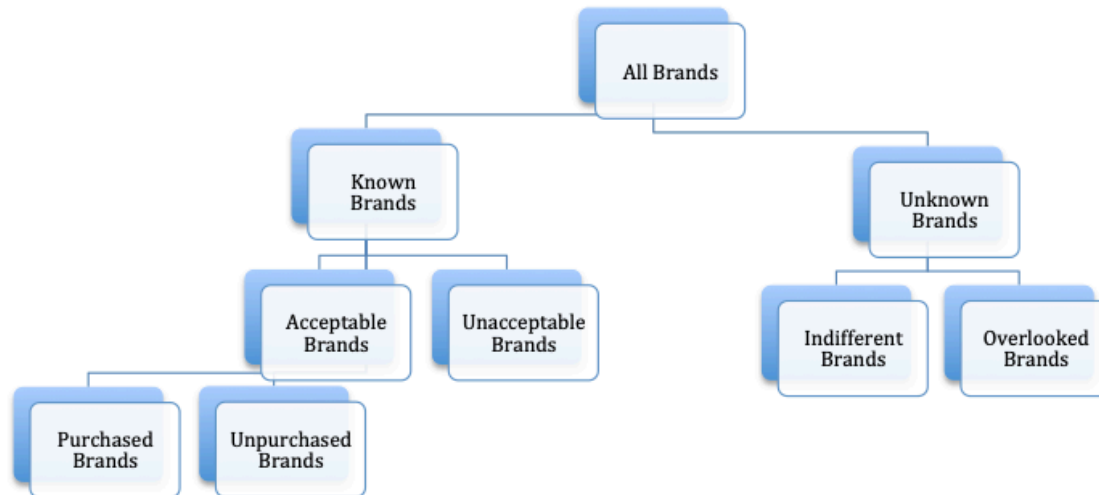


Fig. 3 - Evoked set as a subset of All Brands in a Product class

Source: Schiffman, L., & Kanuk, L. (2008)

### Consumer decision rules

The information acquired by the consumers follows certain rules to facilitate the decisions. (Elrod, Terry, Johnson and White,1995) It provides guidelines to make the process easier and more automatic.

These rules are classified into two categories: compensatory which evaluates the brand or model options and in terms of each relevant attribute and computes a weighted score for each brand. It gives the potential final decision. And also, the *non-compensatory* decision rules do not allow a positive evaluation of a brand on one attribute against a negative evaluation on some other attribute. (Schiffman & Kanuk, 2008).

The output is composed of the purchase behavior and post evaluation. The purchase behavior has three types of purchases (*trial, repeat and long-term commitment purchase*). The trial is the first time the customer buys the product, sometimes encouraged by promotional tactics as

free samples, coupons, and special sale prices. Then the repeat behavior occurs after the approval on the trial purchase, but it only occurs if the customer approves the product. (brand loyalty). Despite the tests that consumers can do before the purchase, some products are not possible to go for the trial and then repeat the purchase, like the fridges, beds, furniture and other durable good. So, in those cases, customers move from evaluation to long-term commitment.

The post-purchase is about the evaluation that the custom attribute to the product: an actual performance that matches expectations leading to a neutral feeling; exceed expectations which is the positive disconfirmation of expectations; below expectations causing negative disconfirmation of expectations and dissatisfaction.

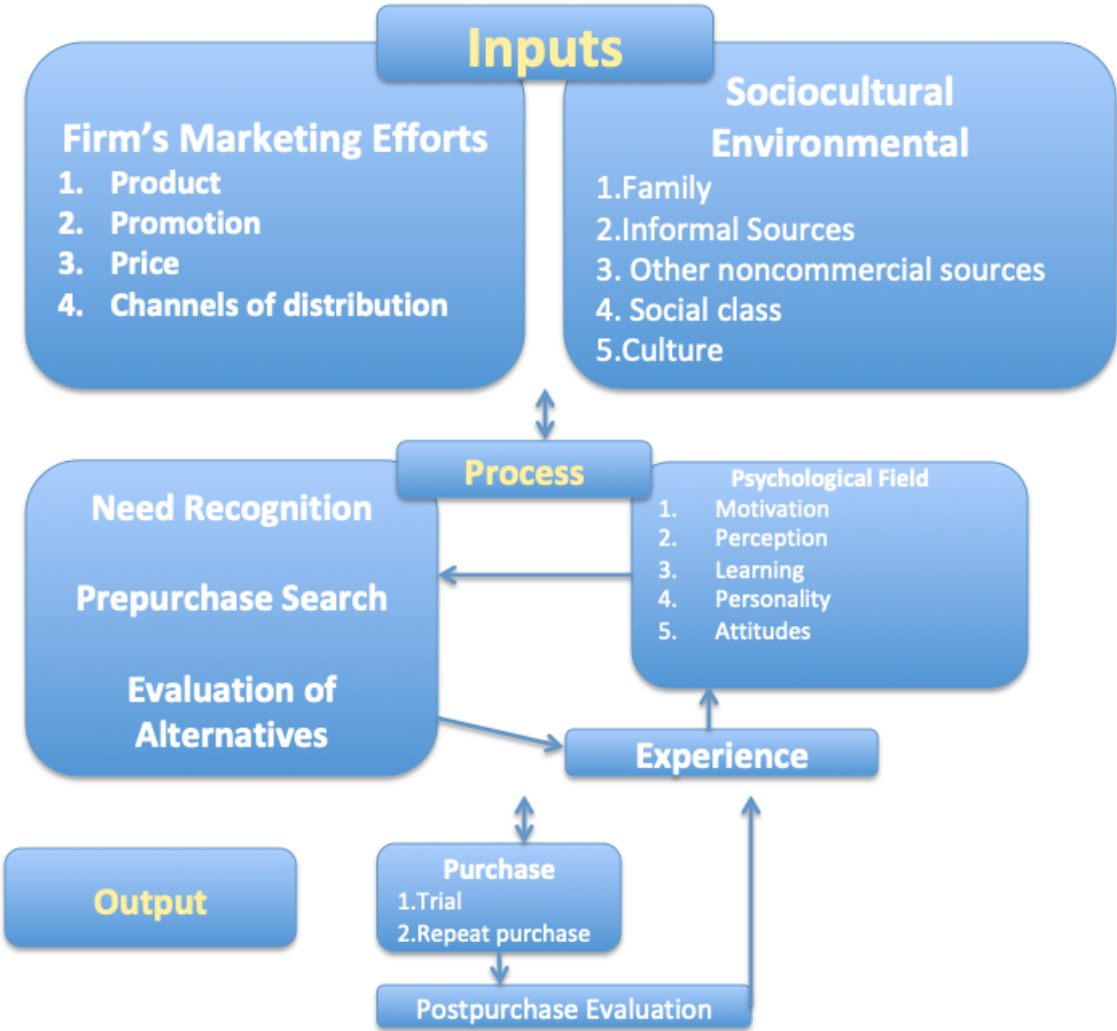


Fig. 4 - Simple Model of Consumer Decision Making

Source- Schiffman & Kanuk (2008)



## **The process of buying actors**

Four basic elements compose the process of buying: The sender, the receiver, medium, and message. To complement this process there is an extra component, the feedback (Schiffman & Kanuk, 2008).

Communication is the essential key to transmit a message from a sender to a receiver via a medium of transmission. To perform a clear and preceptive message some factors should be avoided as the noise and choose the proper context (p.e. somewhere where the customer is comfortable and willing to understand what the sender wants to transmit) (Nordquis, 2019). The sender must know the target audience, the personal characteristics in terms of education, interests, needs to be credible and positively influence the sender, ideally to buy the product or service.

The sender can be a formal sourced from a nonprofit or a profit organization and the informal can be a friend or a parent. The word of mouth communication is the most persuasive.

The receiver is the customer who is influenced by personal characteristics and comprehension, involvement and congruence, mood, barriers to communication. The medium can be impersonal (mass media) or interpersonal (conversation between customer and salesperson). The message can be verbal (spoken or written) or nonverbal (photographs or symbols).

The receiver is the one that should be persuaded so sometimes is necessary to use appealing advertising to arouse interest. The appealing advertising should use some tricks as humor, audience participation (feedback), fear and abrasive advertising (only the brand name) to catch customer's attention. The feedback is the "process of learning that fills a gap between what is understood and what is aimed to be understood" (Sadler, 1989) is essential to adjust details in the divulgation of the message. Small details as facial expressions and body movements can be adjusted to perform a more efficient and persuasive message.

## **The consumer behavior in the disposal of the products**

One of the factors that influence the consumer's behavior is the *placement of the product*. The products that are on the middle level on the shelves are most likely bought theoretically. With this, in 2005 a study was conducted by Ciuti and he used an eye-tracking method to measure consumers observing behavior in stores and the conclusion was that customers only look at one

third to half of the brands on the shelf. Besides that, he concludes that products on the center of the shelf are seen nine times more than the others. However, this research is based on studies that were not published, but some companies use it to display the products that they believe have more relevance.

When it is time to sell expensive products *“The most effective displays are more minimal, making the items each stand out in their way so that they are not crowded by the setting. I have the most significant pricing in the shop, and I use minimal, elegant-looking natural objects to set myself apart. In general, everyone who sells expensive jewelry items sticks with a minimal look, so that it doesn’t distract the eye from the beauty of the piece”* (Scheerer, 2019).

In 2009, Saevarsson and Foxall analyzed the potato chips market analyzed two stores and put the same placement for a target brand (middle-shelf, lowest-shelf, highest-shelf, and extra line up). This research took place in 2006 and the conclusions were the same between the stores. When the target potato chips were placed in the middle shelves the sales increased compared to the highest and the lowest shelves. Comparing the sales on shelves and the extra line up was perceptible that there was a boost in sales when there was a place in the entrance of the store with potato chips.

The store optimization layout is a feature that can influence a lot of the revenue that a company can earn with simple decisions. During 2017 this theme was discussed and studied by Hwangboo, Lee, Kim, and Kim, where they studied the store’s layout using a fingerprint as a primary data collection technique. After that, they compared the positioning and the transaction data before and after some changes in the store’s layout decisions. The conclusion was obvious when they change the store's layout, the customer’s behavior (circulation) changed and consequently, the sales and the profit generated were also influenced by that. With this study, the idea that the marketing changes and also the product's disposal and layout can influence the customer interest by the product is reinforced.

In 2017, Giodlof, Anikin, Martin, and Wallin investigated the thematic of shelf placement and consumer behavior: *“Looking is buying”*. *“How visual attention and choice are affected by consumer preferences and properties of the supermarket shelf”*. The factors that influence the consumer experience and choice are defined as external and internal factors: the external factors are something outside of consumer control and part of the supermarket environment (position on the shelf and product layout, with appealing colors per example). The external factors can influence the decision making by the number of facings that the product has. On the other hand,

the internal factors are” defined as endogenous factors based solely on the consumer's goals, will also influence consumers' visual attention.” per example the expectations, needs, or preferences that the customer has before entering the shop. This study was used as an eye tracker to control the visual attention of the customers in different product categories. Sometimes the external and internal factors conflict with each other, for example, if the customer wants to buy rice and then the color of the rice packages change, the consumer may decide for a different brand if another brand has a more appealing package. It becomes clear that the visual of the product or showroom has an impact on the customer’s behavior or on the decision to buy or not a product.

In 2003, Perner investigates the customer behavior from the individual characteristics of each consumer “by looking at variables such as demographics, psychographics, and behavior, in an attempt to understand the consumer and his or her world. Demographics include factors such as race, age, income, mobility (travel time to work or several vehicles available), educational attainment, homeownership, employment status, and location. Psychographics are attributes related to personality, values, attitudes, interests, or lifestyles. Behavioral variables include usage rate and loyalty. Consumer behavior also tries to assess influences on the consumer from groups such as family, friends, reference groups and society in general”.

### **Sensory influence in buying decisions**

Once the customer is inside the store some essential factors can make the customer interested in a product (or not). The store should catch consumer's attention by the five senses that influence the buying decisions, they are the smell, the sound, the sight, the taste, and the touch. The importance of those senses depends on business origin. If the store sells food the smell is good sense to be explored and work as a marketing tool (Hultén, 2011; Hulten, Broweus & Van Dijk, 2009). Non-less important is the environment inside the store such as lightning, music, store layout and merchandise. (Hu & Jasper 2006; Wang & Ha 2011) All these features are important to increase the well-being of the customers and consequently increase sales and profit.

According to Villiers, Chinomona, and Chuchu (2018) the more feasible the environment, the more likely customers will like the brand and consequently buy the products. A pleasant store environment will increase the probability of a positive brand experience. A positive brand attitude and experience are likely to increase consumer's purchase intention.

There are several dimensions that influence consumer's behavior and several authors investigate them. This subject is very complex, and it should be analyzed carefully by the companies to better understand how they can improve their sales and engage more the consumer to them. The design of each store can be crucial to determine if a store passes a great experience to the customer (or not).

### **The Shopping Experience and Its Implications**

The shopping experience could make a customer satisfied or unsatisfied and some factors were analyzed that influence consumer's behavior and individual satisfaction. Hu (2018) had taken into account several dimensions as escapism, browsing, socialization, activity, shopping for fashion products, uniqueness, service, and aesthetics. Those dimensions reflect some aspects that the shopping environment can create on each individual. The first finding of this study was the fact the shopping malls are more than a place where people can buy a product or a service, actually, it is a meeting point where families and friends can spend a morning or an afternoon with each other. This fact is important because it reveals a social component that it is important to analyze. When compared with an online purchase, there is a difference, because the customer can see the product and discuss with someone the product and if the other one approves it or not. Another finding was the fact that there is more relevance to the scenario, the environment and the location of the product is more important than the number of facings, Drèze, Hoch and Purk (1994). The traditional shelf with the product is no longer enough, the customer becomes more and more demanding and the appearance of the store starts to be more important.

This fact represents a challenge to every company if they become more attractive with new products, new services, new showrooms and other innovative stuff they will probably have more customers.

## **Merchandising**

Merchandising is about sending a message, according to Kwok (2016) “Each sign must be eye-catching and appealing while still offering the customer important pieces of information. Retailers also need to be mindful of not overwhelming their customers with too many signs.”. Sometimes when the message is clear, and the product is well disposed of it is sufficient to become a bestseller.

The merchandising concept is an important tool for every companies in order to implement new strategies (by store layout and visual display) “Merchandising is important because: a new look attracts customers; current customers buy more; and it increases impulse sales, the average dollar transaction, seasonal items, the number of products stocked, market share, and customer awareness of product lines.” (Hill, 2016).

Visual merchandising is the quality of the surrounding space (Kotler, 1974). It is important to refer that the purchasing intention is correlated with affective stimulations. Visual merchandising can be seen from different perspectives: the psychological perspective (Law, 2012) that studies how the consumers react (affectively) to visual stimulation considering “the aesthetic and symbolic aspects of function-oriented products” (Liu and Hong, 2017) and the compromise between the store image and fashion image influence the purchase decision.

In 1974, Mehrabian and Russel made a conceptual “model based on a stimulus-organism-response paradigm to study the store environment, individual emotional state, and approach-avoidance behavior. “(Law, Wong, and Wip, 2012) It was proved that these three dimensions cause an impact on pleasure, arousal, and dominance. Lately, in 1997 Spies found that a good retail environment design should have an appropriate level of arousal to induce effective pleasure.

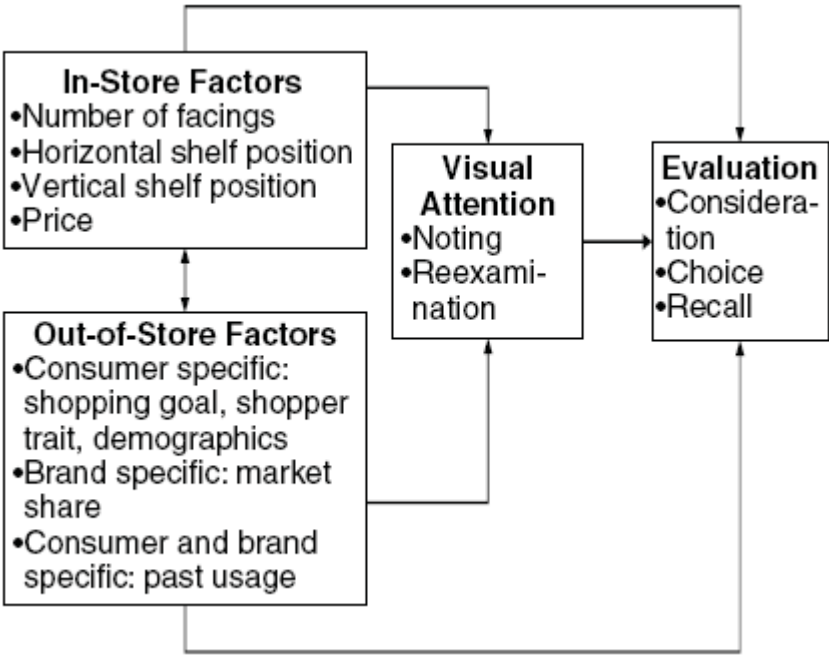
To understand how stores can develop the companies’ merchandise, it is important to check what variables they can improve to achieve better merchandise.

The store atmosphere is distinguished in three categories: social, design and ambient. The social factor was about the employees and other customers, the design factor is about the visual elements (layout, color, and others), and the ambient is about the music, lighting, and temperature. All these factors generate a merchandise display that influences the customer experience.

The stores should concern about the feelings that transmit to the customer. *“Impulse buying refers to unplanned, sudden buying behavior, which is often accompanied by a feeling of excitement and pleasure and/or a powerful urge to buy”* (Baker, 1987).

The effectiveness of marketing in-store considering the number of facings was taken into account in Chandon, Hutchinson, Bradlow and Young (2009) study, where they separated the in-store and out of store factors that influence the impact of the brand/product on the customer. As the graphic below shows, the in-store factors were the number of facings, horizontal and vertical position and the price. The out-of-store factors were the shopping goal, the consumer personality, demographics, the brand market share, customer and brand specifications (already used the product/brand in the past).

Then visual attention and evaluation are the results of the combining factors that allow the customer to, visual reexamination, recall of visual attention, brand consideration, and brand choice.



**Source-** Chandon, Hutchinson, Bradlow and Young (2009).

**Fig. 5 - Drivers of attention and evaluation at the point of purchase.**

The discussion of the *importance of the number of facings* has already been addressed, but during 2018 an investigation was done and the authors (Bianchi-Aguiar, Silva, Guimarães, Carravilla, Oliveira) formulate the Shelf Space Allocation Problem (SSAP) with multi-level product families. The SSAP consists of distributing the space of the different shelves through the products that the store sells. The essential decision is the number of facings that the product has. The more the numbers of facings more the probability of the customer sees the product, and this creates more visibility and by consequence more awareness and demand for the product, resulting in a more profit due to the increase in product sales. The model that is formulated SSAP is based only on the space that each shelf has, but other models include more variables as the price, the variety of the product and also the control of the stock.

There are some concerns when retailers decide to draw visual communication or merchandise to boost sales. The stores apply different techniques to inform and dispose of the products.

Coordinate signs and graphics should be aligned as the combination of colors between merchandise and store design should be a concern. If the store has alignment between merchandise and the design, the customer starts to identify the products even if they are not inside the store. Informative and graphic design helps to clarify the merchandise and also keeping it fresh. The signs should be relevant and should not be left in the store when they are not used anymore.

On the other hand, the stores should limit the copy of signs since it is important to repeat the signs to catch attention for the customer, but if it is too much the customer will not notice.

The lights should illuminate the merchandise and capture a mood and feelings to incentive the client to buy the product. By highlighting the merchandising, the customer can experience and understand the product. Besides that, there is a key use of lightning which is called popping the merchandise, it consists of focusing the light on certain areas where there are disposed products that they want to highlight (e.g: promotions/special prices). (Levy & Weitz, 2003)

In 2008, Chan and Chan conducted a study to understand how merchandise display affects customer perceptions. They conclude that an enjoyable environment (with an effective and enthusiastic merchandising display) make the customer spend more time inside the store and consequently buy more products and possibly retain to the brand.

The retail managers should define the design and target customers based on customer needs: if the managers are aware of what customers are looking for it is easier for them to plan the design of the store and also define which customers they want to approach. The design influences also

customer behavior by the organization of the space and the store layout. The *atmosphere* of the store (the *smell, the music, the lights, and others*) can be crucial to boost sales and to retain the customer, once he/she likes the store and the experience (Levy & Weitz, 2003). The store *layout* is based on the *design and disposal of the product* and according to these authors, it should “*entice customers to move around the store to purchase more merchandise than they may originally planned.*” (Levy & Weitz, 2003). On the other hand, if the layout is too complex the customer will not understand and consequently, he/she will not buy more products than what he/she wants. So, the innovation behind the merchandising must be moderated because sometimes the customers cannot cope.

### **The shopping experience**

The first person who studied the shopping experience was Andy Warhol during the '60s and he stated that in the future every store will be museums. Since then a lot of brands decided to invest and care about the appearance of the products with marketing campaigns and also appellative product layouts. With those artistic techniques, brands can attract more customers (Hollenbeck, Peters, & Zinkhan, 2008; Kozinets, 2002; Moore, Doherty, & Doyle, 2010).

The concept of brand museums is something that has been worked over the years. “*Brand museums (Hollenbeck et al., 2008). These are themed flagship stores, with the addition of historical linkages and museum-like characteristics, offering a cultural experience’ to visitors*” (Vukadin, Lemoine and Badot, 2016). This study consisted of a store shopping experience with artistic elements. They classified four atmospheric shopping experience factors: ambient, social, design and artistic factors. Those factors reflected pleasure and arousal on the individual state and these states can influence the act of buying the products and consequently define the commercial and marketing performance. The way the companies design their showrooms or even their products and also the ambient and the social components are factors that can be controlled by the company with strong marketing campaigns, attractive products, product disposal, and customized salesperson interaction.

### **Merchandise Presentation Rules**

There are some methods to present the merchandise to the customer and these methods follow certain rules. The first rule is the size, basically the merchandise should follow the design of the store and be contextualized according to it; then the products should be disposed by nature,



for example, every sports magazine should be together and the fashion magazines organized together in other section; thirdly the packaging should be prepared safely to the customer bring the product without any issues; finally the products should be profit-oriented. More relevant location to the products that bring more profit to the company and less relevance in the disposal to the ones that give less profit. (Levy and Weitz, 2010).

### **Types of visual communications**

There are several tricks to dispose of/ promote products, from the simplest, such as its aisles, to the most prominent such as at the store entrance (store window).

The aisles should be wide traffic areas, should have related products to increase impulse sales and the product with most margin should be at the right side, because customers analyze the products from left to right (as people read) and generally the last product that they see is the one that they buy and the aisles should not be a maze to the customer. The gondolas should be planned according to the traffic flow, should be short, the stores should not use them as a barrier, should be perpendicular to the main aisles.

The end Caps- These caps are disposed at the end of the aisles. It has a special design and attractive merchandising to highlight a product and to catch consumers' attention, the caps should be used to put high-volume products, new items, seasonal products and high quality/priced items; Promotional Aisle or Areas- area that promotes merchandise for promotional products; Freestanding Fixture and Mannequins- These merchandise is disposed on aisles where design is promoted to get customers attention; Windows- The windows can attract customers to the shop by sending a message or simply showing different type images of the store; The Walls-merchandise can be stored on shelving and racks, by using displays, photographs and graphics featuring the merchandise; Point of sales area- or point of purchase or checkout are the places where customers can purchase merchandise, and there is an opportunity to explore picking(or impulse) products while customer waits for its time.(Levy and Weitz, 2010; Hill, 2016)

According to Gudonavičienė and Alijosiene, (2015) the most important visual communications areas are the window displays and in-store design. The Store-window creativity's impact on shopper behavior was approached by Lange, Rosengren and Blom (2016) and they discovered that the window has a significant impact on store entrance. If the store has a creative window display is more likely to get in the store than

a simple window. However, they conclude that the price and merchandise do not contribute to decide if the customer enters or not in the store.

### Types of Store Design

The stores generally are disposed of by some rules or some intention. There are five types of store design: grid, racetrack, free-form, spine layout and herringbone layout.

**Grid:** The grid layout consists of big gondolas of merchandise, shelves, and aisles in repetitive patterns, it is easy to locate products and it is cost-efficient. There is less waste of space because of the aisles that are big enough to accommodate the shoppers and respective carts.

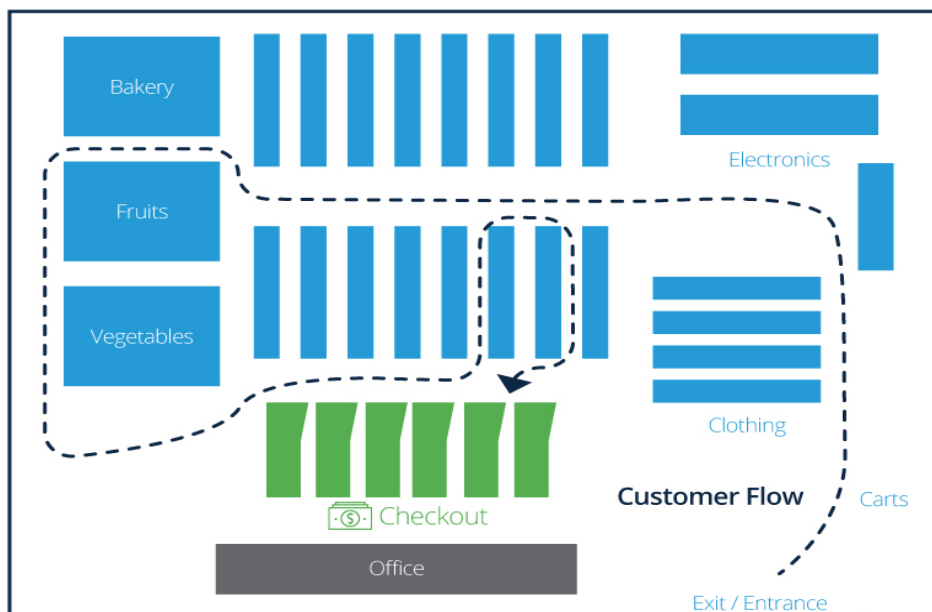


Fig. 6 -(Image of Grid)

Source- Levy, Weitz & Grewal (2010)

**Racetrack-** The Racetrack design allows the customer to see almost every product that are disposed in the store and it consists in a main aisle that passes through different areas.

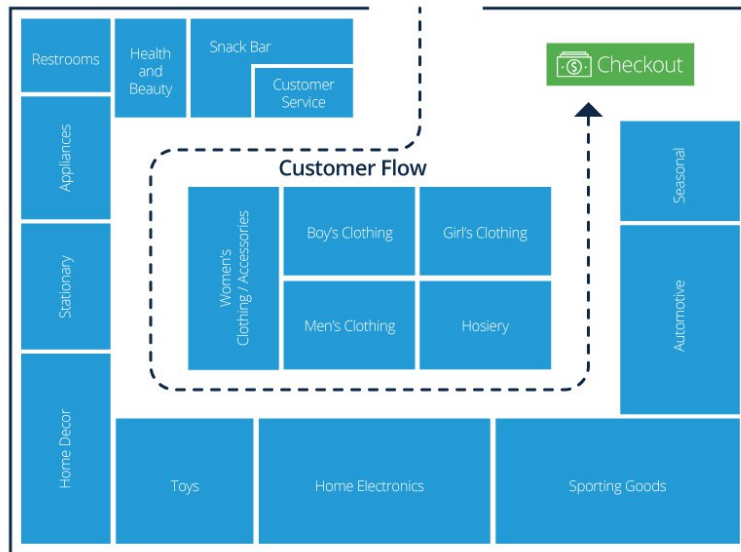


Fig. 7 - (Image of Racetrack or Loop Store Layout)  
 Source- Rodriguez (2019)

**Free-Form** This layout has a more relaxed and freer environment where customers feel like they are at someone's house and this fact can attract more people.

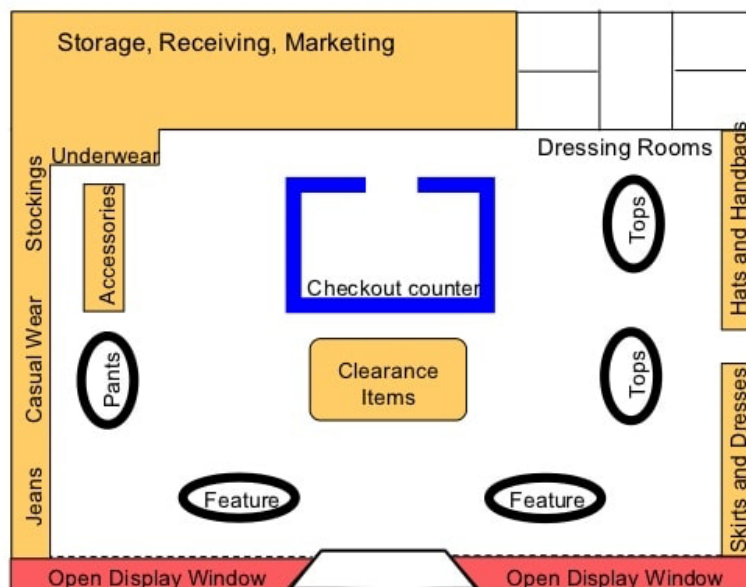


Fig. 8 - (Image of Free -Form)  
 Source- Levy, Weitz & Grewal (2010)

**Spine Layout-** The major aisle runs from front to the back of the store, with merchandise departments in both sides until the end of the store.

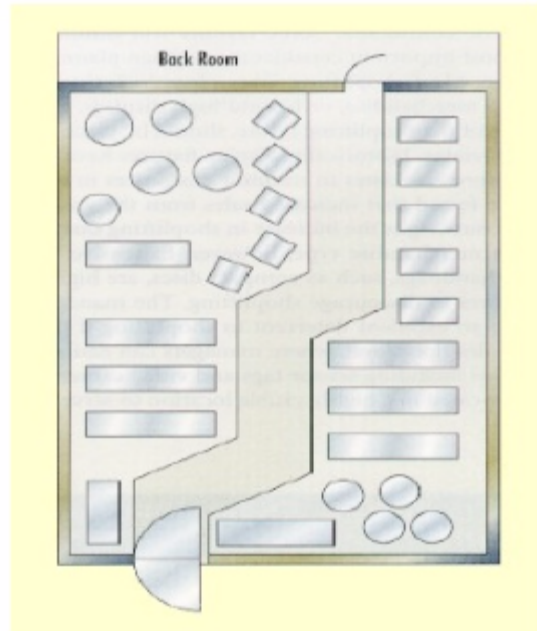


Fig. 9 - (Image of Spine Layout)

Source- Gadekar, (2019).

**Herringbone Layout-** These Layout is more often used in small shops with a highway in the middle, diving the store in two halves with side roads.

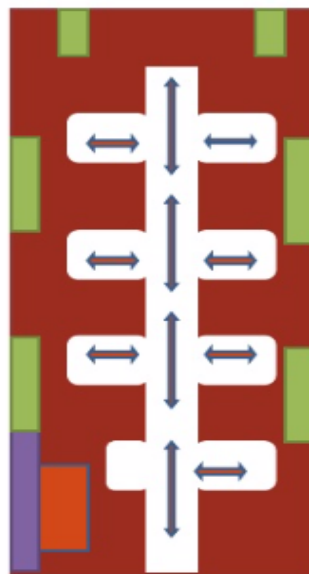


Fig. 10 - (Herringbone Layout)

Source- Gadekar, 2019, (2012).

The design of the stores was investigated by the consulting firm Envirosell, and they discovered that the customers do not like to feel invaded, so they like to have their own space, this is called the “butt-brush effect”. Besides that, the firm also discovered that merchandising should be accessible to the customer, for example, the old people and little kids sometimes cannot access to the product because of the merchandising itself. The existence of a transition zone can be crucial to create well-being to the customer, for example sometimes women like privacy to check the products and not being in the middle of the store. (Levy & Weitz, 2010)

The disposal of the products inside the store follows some presentation techniques: the idea-oriented presentation is based on an idea or an image of the store. (Example: cycling store sometimes the bicycles are disposed of in a proper context, the road bicycles are disposed of with a road scenario, mountain bicycles in a mountain, etc.); Style/item presentation is a very common method that consists in rearrange the store by-product or even by size. (Example: Ericeira surf shop places every trainer in the same wall, and sometimes by size.); Color Presentation which consists in organizing the products by colors; Price Lining is organizing the merchandise by price lining. (Example: every product in section A are 5€); The vertical merchandising- is focused on the way people read and the merchandisers try to organize from up to down and from left to right, to be easier for the client to see the products and to understand the order; and the final presentation technique is the frontage Presentation which is design to catch customer eye, for instance, a display in front of the product to show and explain the features of the product (Levy & Weitz, 2010).

# **IKEA**

## **The Ikea's Story**

Ikea was founded in 1943 by Ingvar Kamprad in the small village of Almhuth, in Sweden. This young entrepreneur decided to import some material like pens, pencils, jewelry, socks and other small items that he decided to import or to buy in big quantities and sell for a higher but attractive price for the final customer.

Then in 1948, he decided to publish his first piece of furniture in a magazine. Four years later Ikea came up with his first catalog at the same time that the furniture exposition was opened to the customers. The basis of the catalog consists in arouse the curiosity in their products and makes people get in the exposition despite only see the showrooms in the catalog, Ikea created a space where people can feel and dream with the products that they produce.

In the catalog of 1953, sales were made through flat and straight packages to avoid/reduce the number of breaks that had occurred in the transport.

Ikea becomes to be the tourist attraction of Almhuth and as a result of that in 1958 when the first store was opened, Ikea created a restaurant and a hotel with a pool to the people that traveled only to see the Ikea's showrooms can stay.

Due to the success of the company several were the problems raised by the competitors because non-concurrent could follow the low prices of Ikea. That said the competitors filed complaints with the trade authority and it forbade suppliers to sell anything to Ikea. Competitors also threatened to stop working with the suppliers of Ikea. In this way, an era of big concerns for Ingvar Kamprad but he found out a solution to the problems expanding to Poland (1961) where it could practice the low prices and without being a blockade from suppliers. This agreement between Ikea and the polish suppliers was the first step to the internationalization of the company.

In 1965 Ikea opened a store in Stockholm and this same store reopens in 1971 with self-service, a restaurant and a place where children can stay while the family is walking/buying around the store.

<b>Year</b>	<b>Facts</b>
1965	The first Ikea store in Stockholm and this same store reopens in 1971 with self-service, a restaurant and a place where children can stay while the family is walking/buying around the store.
1973	The first Ikea in Switzerland was opened.
1985	Ikea opened the first store in United States of America (Philadelphia).
1998	Ikea reached the 50 billion and opened the store number 137 in Shanghai (first store in China).
1999	Ikea opened the store number 150 in Budapest, Hungry.
2000	Ikea opened the first store in Russia (Moscow). Even during this year Ikea and UNICEF worked in co-operation to build a community program in India to investigate the child labor causes. The project provides more than 80.000 children with the opportunity for an education. The project in India continues in the present developing learning centers, health, nutrition and empowering women.
2004	opened the first store in Portugal.
2006	2006 Ikea opened the first store in Japan (Tokyo) among another 18 all over the world. The Ikea Group helped the victims of Pakistan earthquake donating them 335.000 Ikea quilts and their effort to improve the living conditions to the survivors.
2019	Nowadays the Ikea Group owns 262 stores in 24 countries. There is a grand total of 296 Ikea stores in 36 countries/territories (accounting with franchising brands).

Since early Ikea had a mindset concerned with the ecology and sustainability of the planet. Proof of this is the treatment of the land when extracting the raw material for the production of furniture. When Ikea deals with a certain area, after using the resources, it re-launches seeds in a way that in the short/medium term there are already raw materials for itself and the planet. In addition to these innovative and environmentally friendly measures, Ikea also redesigns and improvement measures for the factories it buys. To reduce costs Ikea, establish the production factories near the store, so Ikea develops the local production, and this is an advantage to Ikea and the population of the surrounding area.

## **Ikea facts**

### **Differentiation**

There are some ingredients that make Ikea's products so special and so desirable by the clients. The company has a store layout that differentiates from the competitors, the way the company's disposes their products and the way that clients buy them is different from the competitors. In Ikea's stores, the client sees the product applied in a scenario, if the customer likes, then he/she will take the product in another area with a reference. The process of buying and assemble the product results in a completely new experience for the customer because the client must assemble the product with instructions by themselves.

Despite that almost every product is placed in small and straight boxes to facilitate the transport and to ensure its safe to carry them.

### **“Ikea tries breaking out of the big box”**

This article demonstrates how Ikea tries to follow the market trends, besides that how to react faster than the direct competitors. In the last decade was evident that there was a big digitalization in the way people do shopping. Nowadays people can customize their products in the shop with big digital screens or even at home people can buy online with a smartphone or a computer. The article was written by Matlack, Chambers & Molin, (2019)

clarified how Ikea pretends to adapt to this “new” world and the Ikea Chief Executive Officer Jesper Brodin explained that the new generation does not want to travel to the store to buy the product, most of them buy online, and Ikea is developing their website and delivery service to fulfill those needs. Another important aspect that was explained in this article is how Ikea show the products to the customer, with the bedroom pop-up store had never been to an Ikea big box, in Madrid, for example. By that, the customer can see in a real-life situation how the product can be used and how it can match with other products.



## **Cross merchandising**

The importance of being part of other markets and also achieving new consumers make Ikea rethink about new areas where they can explore new opportunities in new market areas. The picking and delivery area and restaurants are new areas that Ikea tries to develop constantly in order to attract new clients. Another characteristic that differentiates Ikea from other competitors is that the products are sold as Ikea's products, this means Ikea does not sell products from other companies.

## **The importance of Sustainability**

During the last decade, sustainability is a concept that most of the companies care about and Ikea is no exception. Nowadays, Ikea is trying to make every store, even the older ones, more efficient and sustainable, replacing the old lights by LED technology, installing solar panels and also installing electricity points to charge the electric cars. As it is mentioned in the Story chapter Ikea also cares about the forest, when Ikea explores an area the company does an effort to replant all the area and when it moves to a certain country, Ikea cares about the conditions of the factories, so when the factories already exist Ikea modernize them. By this, Ikea is adapting and searching for an innovative customer that cares about the environment and sustainable development.

## **The Ikea's Marketing tools**

The traditional catalog is a book where the customers can see the products and prices. This tool is simple and goes against the digital trend of nowadays, the company calls it "Boobook". Another traditional marketing tool is the advertisements on the tv that also show the products in the proper environment.

Almost every big companies follow the digital trends quite well and Ikea is no exception, the company has a Website, Facebook, Instagram, Twitter, and Pinterest. Besides that Ikea uses Virtual Reality to show their products but also to allow the customer to check the dimensions and to see if the customer likes or not the furniture in the proper place, this can work as a complement to engage customer with the company even if the customer was just watching the catalog and he/she likes the product on certain place. With these tools it is possible to create some brand awareness, also to reveal the products and increase sales.

Those marketing tools have some results in the consumer's behavior and this study aims to understand if the merchandising adopted by Ikea is a positive or negative tool and what are the variables that contribute to those layout and marketing decisions.

### **Ikea Marketing Mix (4Ps) Strategy**

- Product- Ikea is a global retail chain that is spread all over the world. Ikea offers furniture, baby and children products, desks, bathroom stage, mirrors, beds, mattresses, and others.
- Price- Ikea has competitors all over the world and in many sectors. The biggest example is the supermarkets but also the restaurants are considered competitors and by that Ikea's price is cost-oriented and this results in low prices.
- Promotion- The marketing department of Ikea uses campaigns (on TV and internet) to communicate with the customers, but the strongest channel that Ikea uses is the catalog that distributes annually and it is available in 44 countries and produced in 32 languages.
- Place- Ikea's distribution channel is a global network that has a huge volume of manufacturers, many distribution centers and has business operations in more than 50 countries. The company searches for nearby materials to reduce the cost of transportation and also to reduce the pollution associated with it.

### **Pestle Analysis**

To understand the environment in which Ikea is located, a Pestle analysis is required to identify the influences under which the company is exposed.

The first dimension that it addresses is Political: The company is spread all over the world (296 stores in 36 countries) which could make this analysis complex but, in general, those countries have similar political influences and also stability.

The second dimension is economic influence. This dimension is also affected by the globalization of the company, all the countries have different labor market approaches, some protect more the employees and other the companies. When the countries have a high level of

unemployment the buying decisions are more cautious because they can result in an economic recession since people tend to spend less money. Despite these facts, Ikea offers very competitive prices, and this could make the difference between buying or not a product. The company is known for its low prices with a simple design and this is an essential pillar to fight against economy recessions.

The third dimension is Social influence. Every community has different values, different habits and this means that a company can succeed only if they know the market and the community that they are entering. For example, before entering in Russian Market the company modified the catalog once homosexuality is shameful in Russia.

The Technologic dimension is a factor that should concern the companies especially if the companies do not have an intuitive website. This is not the case of Ikea which has a very intuitive website that is an open door for every customer all around the world.

Ikea has a very intuitive website, where the customers can find the location of the stores, the products, where the showrooms that the products that they sell are built and the customer can also buy online.

A more traditional approach is the paper catalog that Ikea has the tradition of delivering it once a year.

The Legal dimension focus on the regulations and the laws that the company is physically established. The other side of this dimension is the safety of the customers. The company must ensure that the products that they produce are safe to be used.

The Environment dimension is the eco-friendly behavior that the companies follow or not. The Ikea is investing solar panels and betting on wind panels. On the other hand, the company reforests the fields when they use the raw materials of it.

## Methodology

The research on this topic was done consulting authors who have studied the subjects on consumer behavior, merchandising and other areas of management and retailing. For this, it was necessary to consult scientific articles, magazines, and books (secondary data).

The first step was to decide the research questions that are selected to conduct the survey. Therefore, the first research question (statement) is “The customer considers the Ikea’s marketing a great influencer” and this is the introductory marketing approach, to see if Ikea is influent and to see which marketing channels are more relevant to the customer. The second question is also about marketing and it is a more detailed approach. It is about the main marketing channel, to check the true importance of the Ikea’s catalog” The main marketing channel is the catalog”.

On the next step, it is necessary to understand the merchandising perceptions, so the third research question (statement) is “*The Ikea’s layout is distinctive and appropriate*”. Once again, to analyze the detail of the merchandising the fourth research question (statement) is about testing the showrooms and the importance that they give to them “*The customer prefers to buy in Ikea because of distinctive showrooms*”. The following question (statement) also evaluates the merchandising and the store’s layout, it is about the product disposal. “*The product disposal is valued by the Ikea’s customer*”. To distinguish the part of the sample in two categories, the group of people who sees the store as a place to spend time with family/friends and the group that only goes to the store to buy products (planned).

As a result, it is asked what the store perception to both of these groups is: “*The customer that visits the store without a specific need has a different store perspective from the customer who visits the store to buy a specific product.*”. The last question (statement) is about the influence that the socialization component has on young consumers when it is time to purchase: “*Young people prefer to buy products with friends/family*”.

After the research phase, it is necessary to conduct a survey to test the perception of the consumers because of the importance of merchandising and product layout in their behavior, among other aspects of the Ikea store (primary data). The survey has 18 questions, some of them are multiple-choice, open and closed questions.

The first section was asked about the information of the audience, sex, and age and on the other section all the questions about Ikea, if the customer knows the company and how do the customer know the company and the main aspects of the merchandising and Ikea products.

The questions are meant to give qualitative (exploring the advantages and characteristics that people attribute to the company and quantitative information by the degree of importance that people attribute to each advantage and characteristic of the company.

In the following phase, it was decided to make conclusions regarding the results of the survey and to relate to the theory discussed in the previous chapter.

In order to execute the thesis, several steps will be elaborated. Three major phases are crucial for the elaboration of it. To investigate this theme, it will be used some primary and secondary data to debate this issue.

As mentioned before, the main goal of this thesis is to show if the merchandising, Ikea's layout and its products influence the consumer's behavior. To proceed to the investigation a survey was conducted.

### **Survey elaboration**

In order to begin this survey, it was necessary to define the initial research questions to understand what the main subject is to investigate, including multiple choice answers, closed answers and also open ones. A generalization was tried to be made since the study is based on 103 people's answers which were after all statistically analyzed.

### **The pre-test**

This stage was used to detect potential errors that the survey may have and to correct structural problems that could make the questions be interpreted in a non-desired way by the individuals. To practice this, there was some help needed from some friends and family to test the survey.

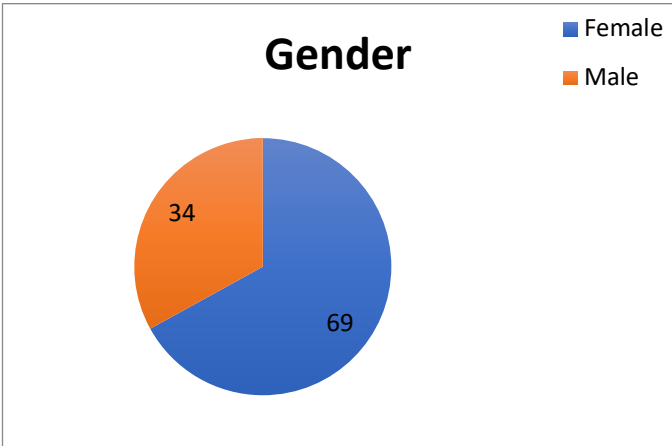
### **Data collecting**

The survey occurred between August 6th of 2019 and August 20th, 2019 and 103 answers were collected. The survey was created on Google Forms and shared by email and through the social network Facebook.

At this phase of data collecting, the great aim was to verify if the sample's percentage is aware of the brand Ikea to filter the most relevant results to this analysis.

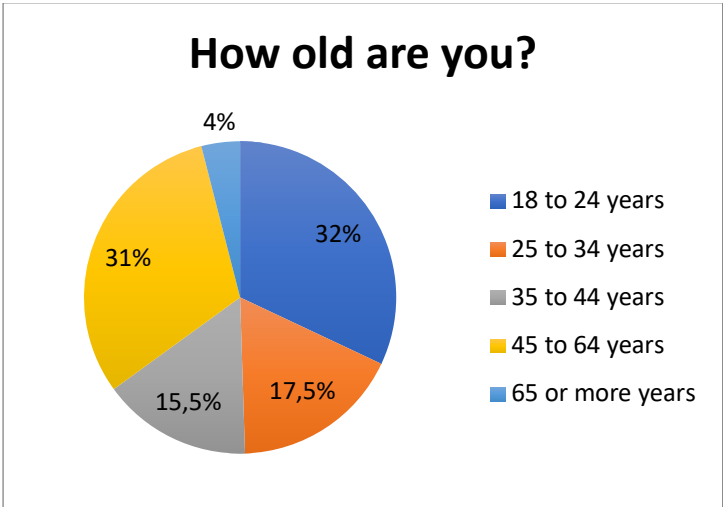
**Result's analysis**

In this phase, a descriptive analysis of the data collecting was required. This sample is composed of 103 individuals (with two incomplete answers) being that 34 of them are males and 69 females.



**Graph 1-** Variable "Gender".  
**Source-** "Made by myself".

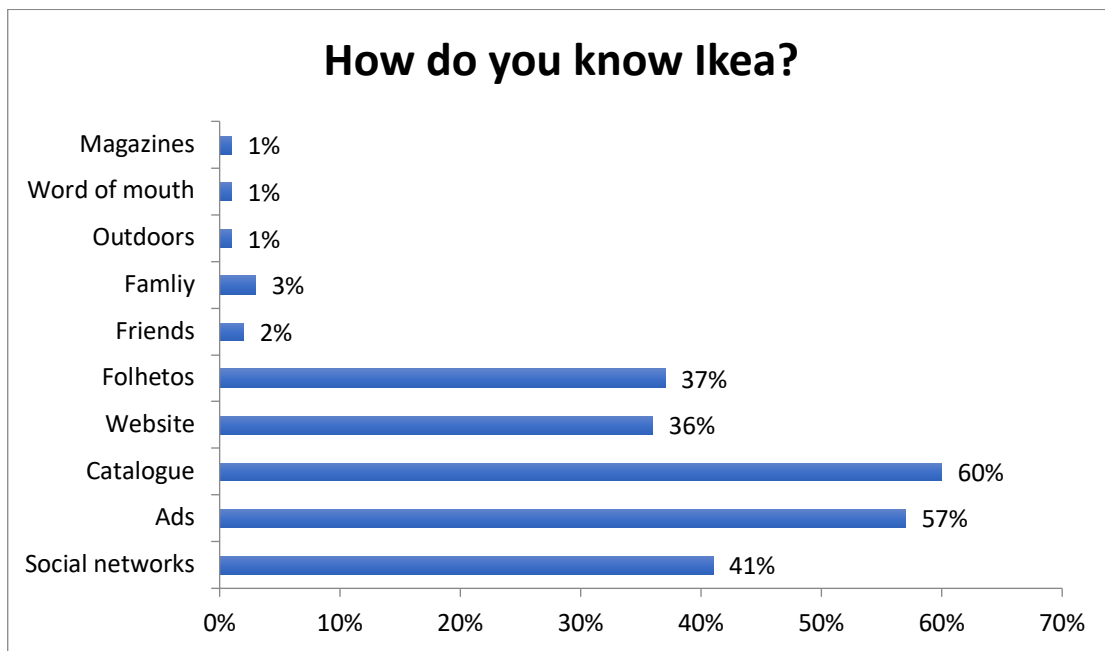
The variable "age range" the groups that predominate in the study are the "between 18 and 24 years" and "between 45 and 64 years" groups with 33 individuals (32%) e and 32 individuals (31%) respectively.



**Graph 2- Variable “Age range”.**

**Source-** “Made by myself”.

The third question has tested the impact of each marketing channel and it is asked: “how do people know Ikea?” The dominant answer is “catalog” with 60% of people selecting it. Then it is “television advertisements” with 57% and the “Social networks” with 41%.



**Graph 3 Variable” How do people know Ikea”.**

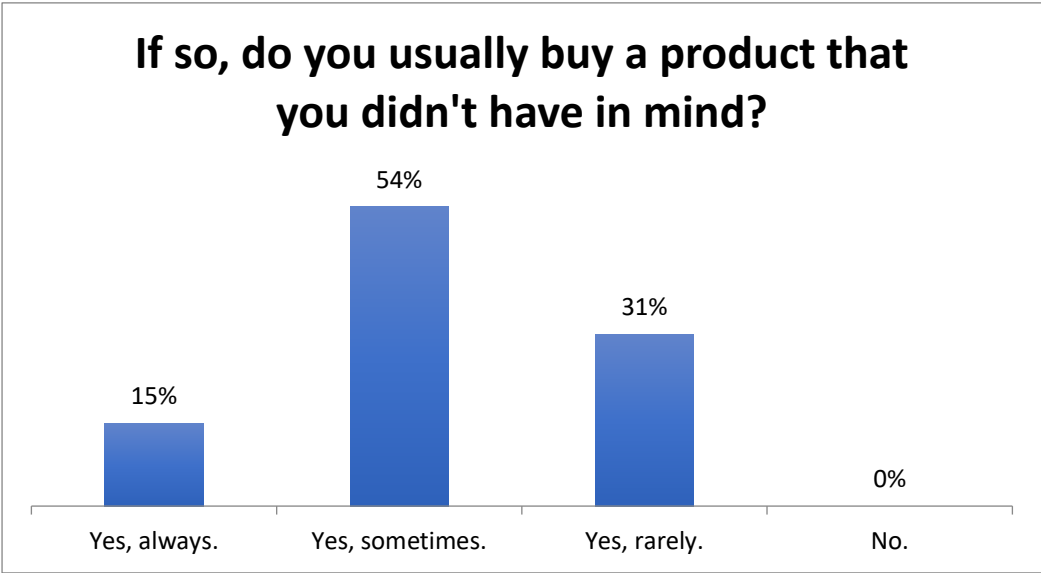
**Source-** “Made by myself”.

The fourth question was focused on the habits of people, so it was asked If they visit furniture stores if they do not need to buy any specific product. More than half of the population said “yes”, about 52% (represents 54 people). On the other hand, 48 % said “No” so it represents 49 people.



**Graph 4-** Variable” Do people visit furniture stores if they do not have any specific need”.  
 Source “Made by myself”.

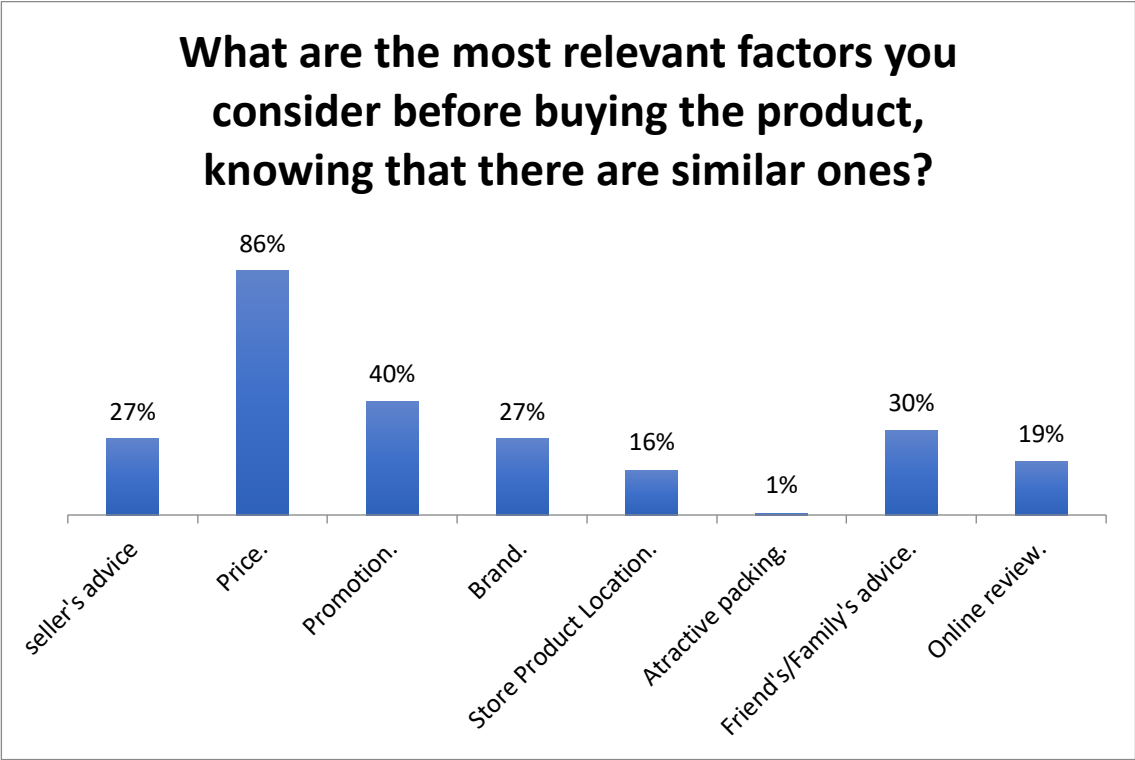
The next question is directed to people who answered “Yes” on the previous one, so at this stage is asked If people generally buy some unplanned product and the majority answered “yes, sometimes” with 32 people (54%) then 18 answered “Yes, rarely”(31%), and 9 answered “Yes, always” (15%) and the option “No” has zero answers.



**Graph 5 –** Variable “Unplanned purchase”.  
 Source- “made by myself”.



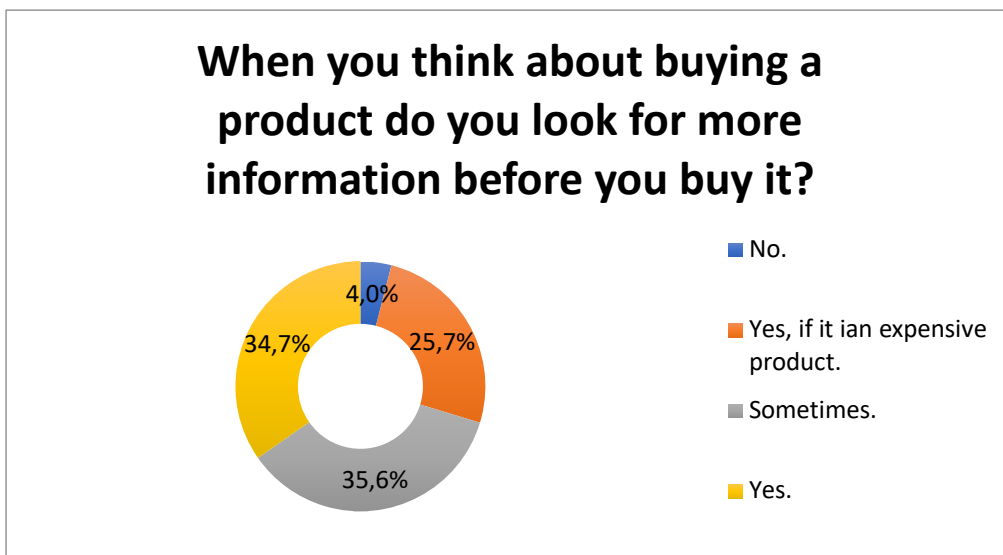
The following question is about the most relevant factors that people consider before buying the product (considering there exist similar ones) and 89 people answered the “price” (86%), then the “promotions” with 41 people (40%), the “friends and family advice” with 31 people (30%), the “brand” and the “salesman advice” have the same score with 28 people (27%), the “online reviews” with 20 people (19%), the product disposal with 16 people (16%) and the “attractive package” with only 1 individual (1%).



**Graph 6-** Variable “factors that influence consumer decisions”.

Source- “Made by myself”.

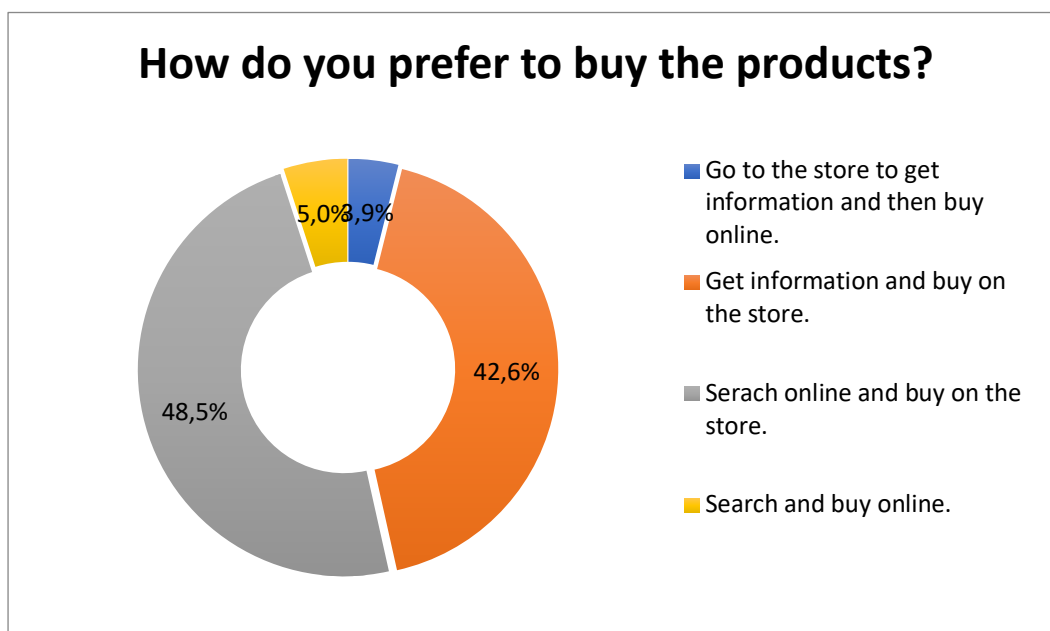
The next question is about the information that the customer looks for (or not) before buying the product. With the biggest score there is the answer “Sometimes” with 36 people selecting it (35,6%), the answer “Yes” has the total score of 35 (34,7%), 26 people selected “Yes, if it is an expensive product” (25,7%), 4 people answer “No” (4%).



**Graph 7-**Variable“ The information collected before the purchase”.

Source- “Made by myself”.

The next question is about the way that people prefer to buy the product, so 49 people say that prefer to “ search online and buy in-store” (48,5%), 43 people prefer to “search and buy in-store” (42,6%), 5 people say that prefer to “search and buy online” (5%) and 4 people prefer to “search in-store and buy online” (3,9%).



**Graph 8-** Variable” How people get the product”.

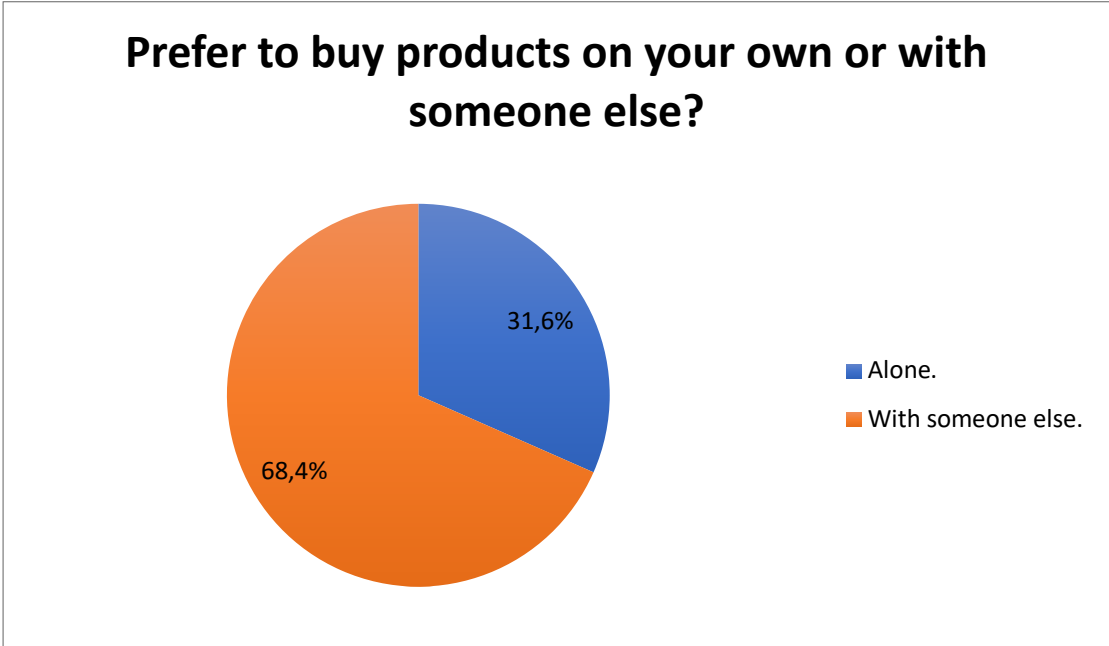
Source- “Made by myself”.

The main aim of the next question is to understand the Ikea’s marketing influence on consumer behavior, so in this question 61 people answer “Yes”(60%), so the marketing is sufficient to bring people to the store, and on the other hand 40 people answer “No”(40%).



**Graph 9-** variable “marketing influence on consumer behavior”.  
Source- “Made by myself”.

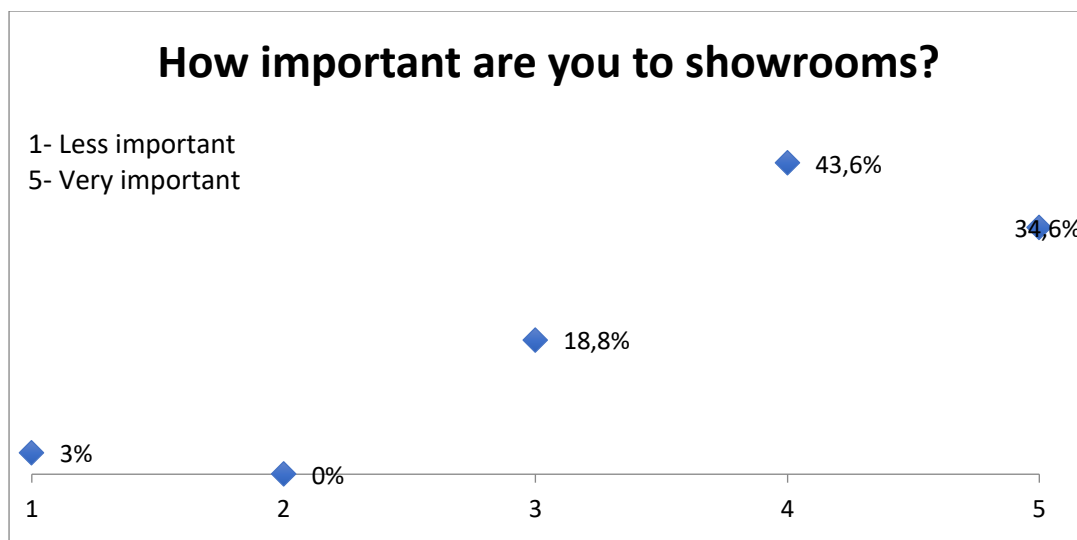
The next question is about the influence of socialization during shopping, so it was asked if the customer prefers to buy alone or with friends/family. 69 people answer with someone else (68,4%), and on the other hand, 32 people prefer to do shopping alone (31,4%).



**Graph 10-** variable “socialization influence during shopping process”.

Source- “Made by myself”.

This variable asked was the importance of the showrooms and the answer is made with a scale between 1 and 5, 1 is the lowest level of importance and 5 is extremely important. On the first level, only 3 people answer, representing 3% of the population, the second level of importance has zero answers. The third level of importance has 19 people selecting it (representing 18,8%). The fourth level has the dominant weight of 43,6% of the answers (44 people). The high level of importance has a total score of 35 people selecting it (representing 34,6%).

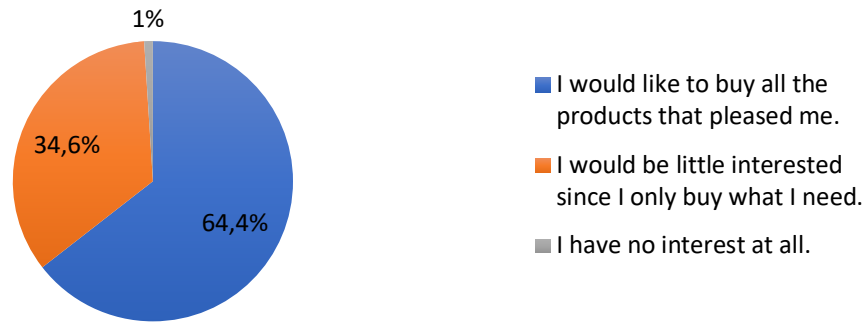


**Graph 11-** variable “Showroom’s importance”.

Source- “Made by myself”.

In order to study the variable showroom it was asked “what is the effect that a showroom with a product disposal that attracts the customer has?” and 65 people said that would buy every product they like (64,4%) and 35 people said that “only buy what they need, so they were few interested in” (34,6%). Only 1 person said that “it has no interest at all” (1%)

**Upon entering an Ikea store and being confronted with the provision of a room that pleased you, what effect would these products have on you?**



**Graph 12-** variable “Products contextualized in showrooms, the effect on consumer behavior”.

Source- “Made by myself”.

The next variable investigated was the product disposal, so “the importance of the product disposal to the consumer” is what the following question is about. This question used a scale between 1 and 5, 1 being the lowest importance level and 5 is the highest importance level. The least importance level (1) is only chosen by one person as the second importance level (2), both representing 1% each. The third level of importance is chosen by 8 people (8%) and the fourth and fifth levels have 45 and 46 people respectively, (44,5 % and 45,5% respectively).

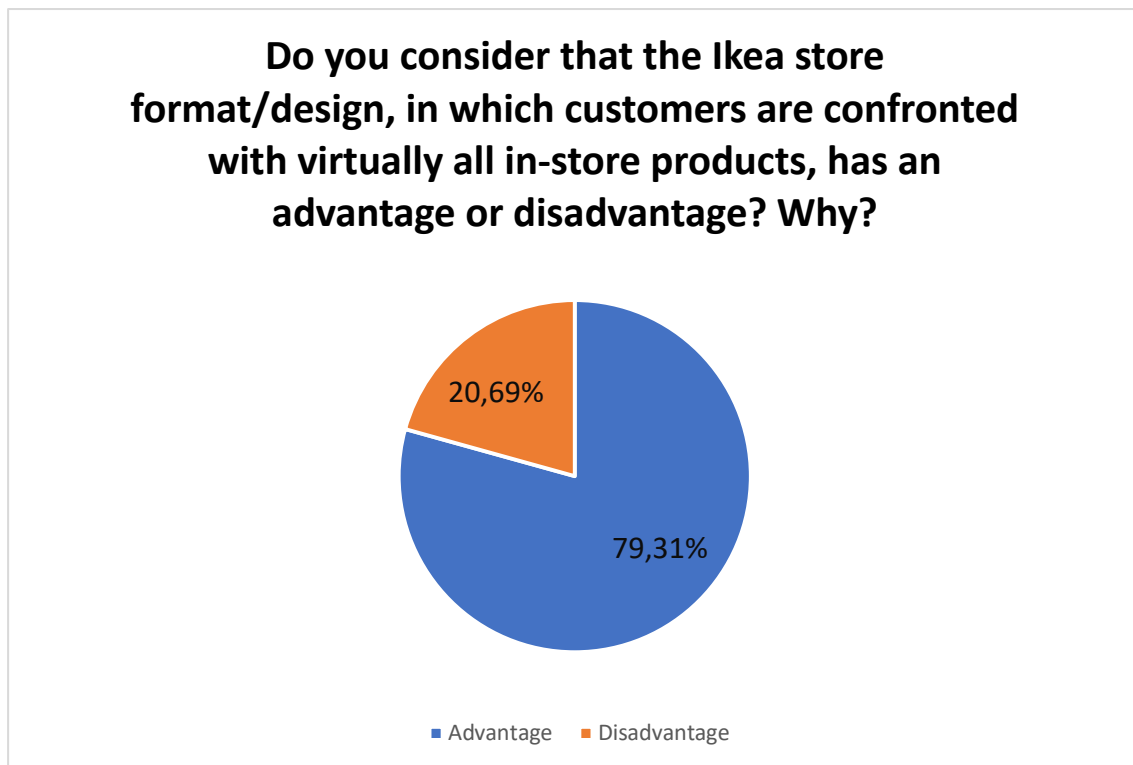
**What do you think is the importance of product disposal (immediate access)?**



**Graph 13-** variable “The importance of the product disposal”.

Source- “Made by myself”.

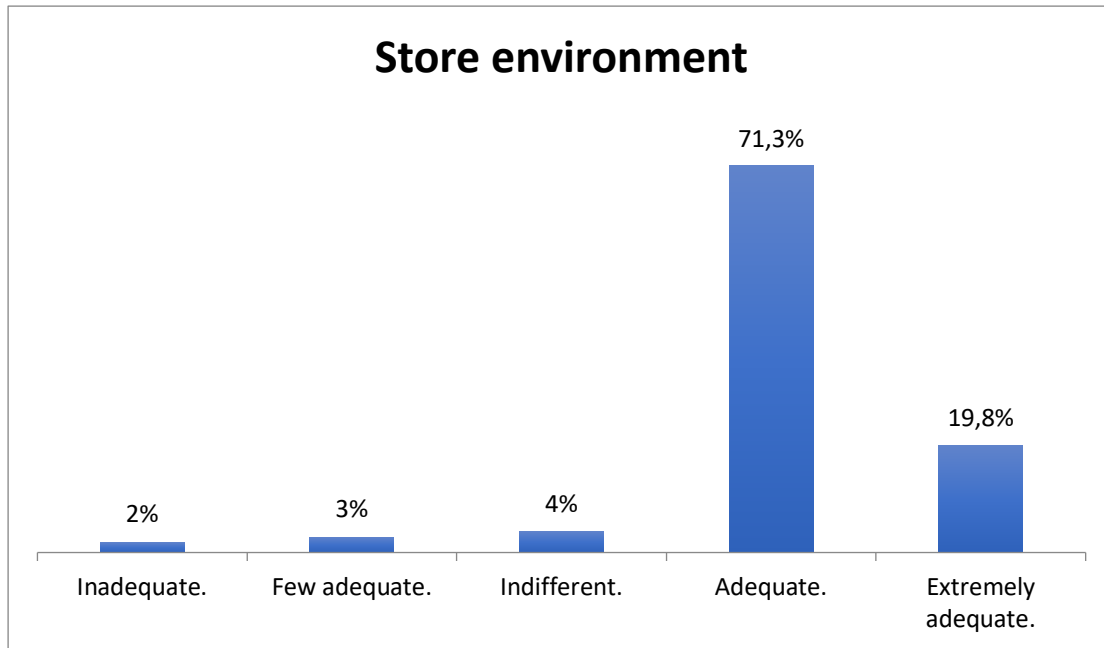
The store’s design is something that distinguishes Ikea from the competitors and also from the other conventional stores. To understand the perception of the customer it is pertinent to take a look at graph 14 and compare how people see it as an advantage in the majority, with 79,31%. In the annex is possible to see that the majority of people who answer “advantage” justify it by saying that “With this store format Ikea can stimulate some needs/motivations to the customer that can result in more sales” as it is possible to see in the annex. This justification separately can have an advantage of implicit or disadvantage, but the open question revealed that the majority announces it as a positive feature to the customer.



**Graph 14-** variable” store’s design”.

Source- “Made by myself”.

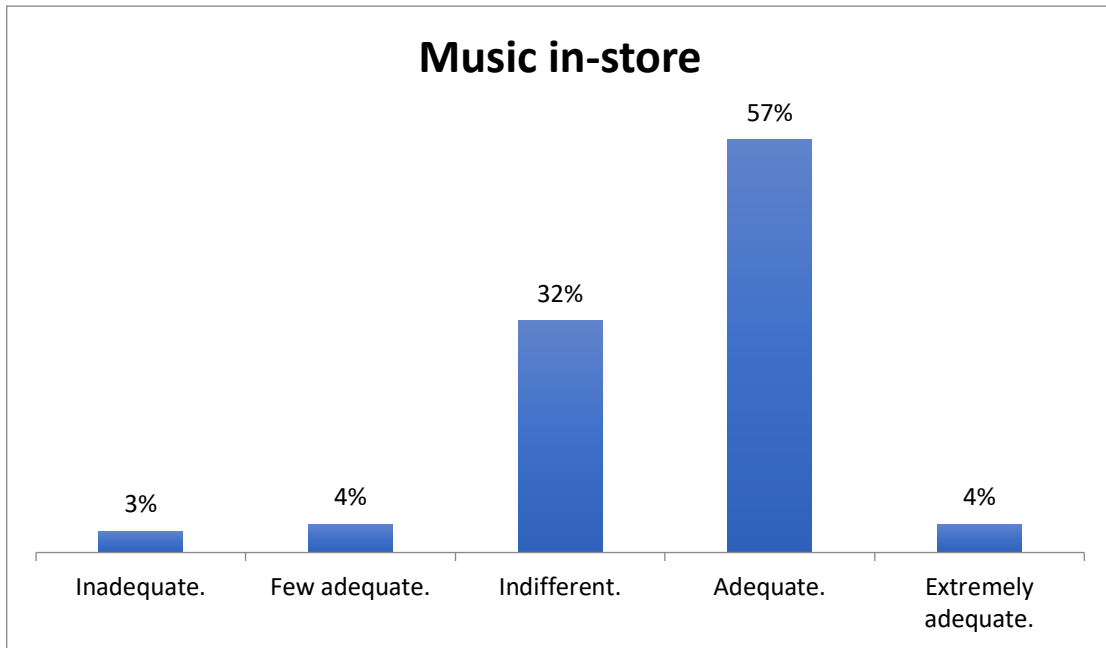
In order to the study the in-store experience, there was asked about the store environment how people classify Ikea’s environment. This question uses a scale between “inadequate” and “extremely adequate”. The first-level “inadequate” has only two people selecting it (2%). The second level “few adequate” has 3 people selecting it (3%) and the third level “indifferent” has 4 people selecting it (4%). The fourth level “adequate” has 72 people selecting it, representing 71% and finally the level “extremely adequate” 20 people representing 20%.



**Graph 15-** variable “The environment in store”.

Source- “Made by myself”.

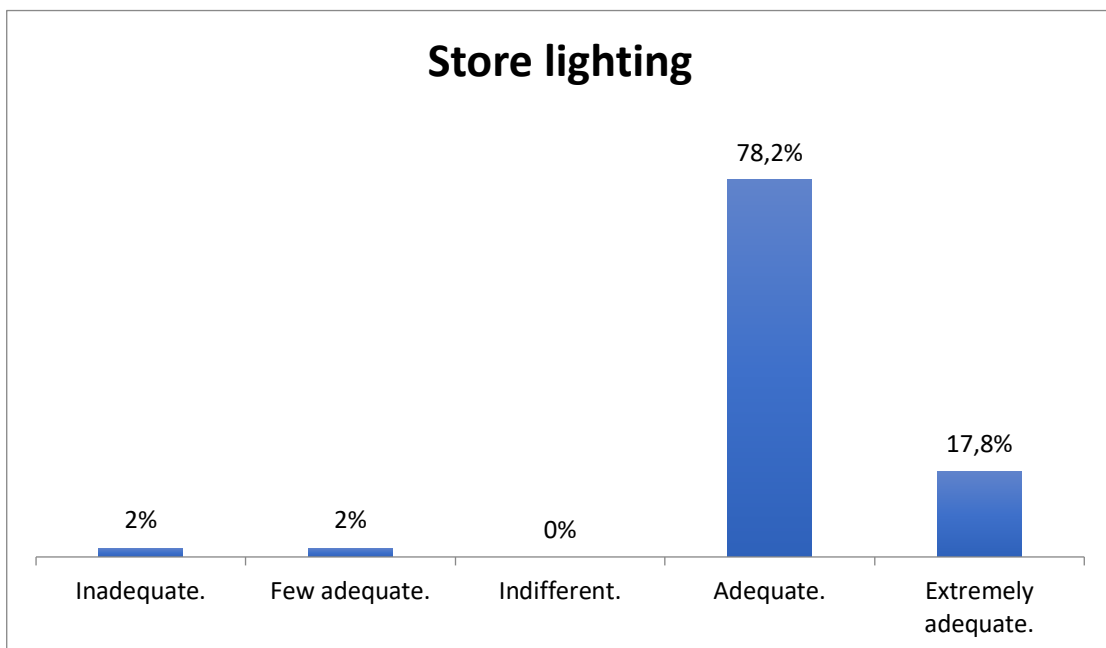
Another variable that was studied inside the store was the music, the lowest “adequate” level is answered by 3 people (representing 3%). The “few adequate” level is answered by 4 people (representing 4%). The following level is “indifferent” is answered by 32 people representing 32% and the majority of the sample answers that it is “ad equated” with 58 people (57%) and “extremely adequate” it is answered by 4 people (4%).



**Graph 16-** Variable “The music in store”.

Source- “Made by myself”.

The “illumination in-store” is another variable studied, and the lowest adequate level is selected by 2 people as the second-lowest. Representing 2% each class. The indifferent level has zero answers. The majority of people selected “adequate” with 79 people (%). The “extremely adequate” is selected by 18 people (%).

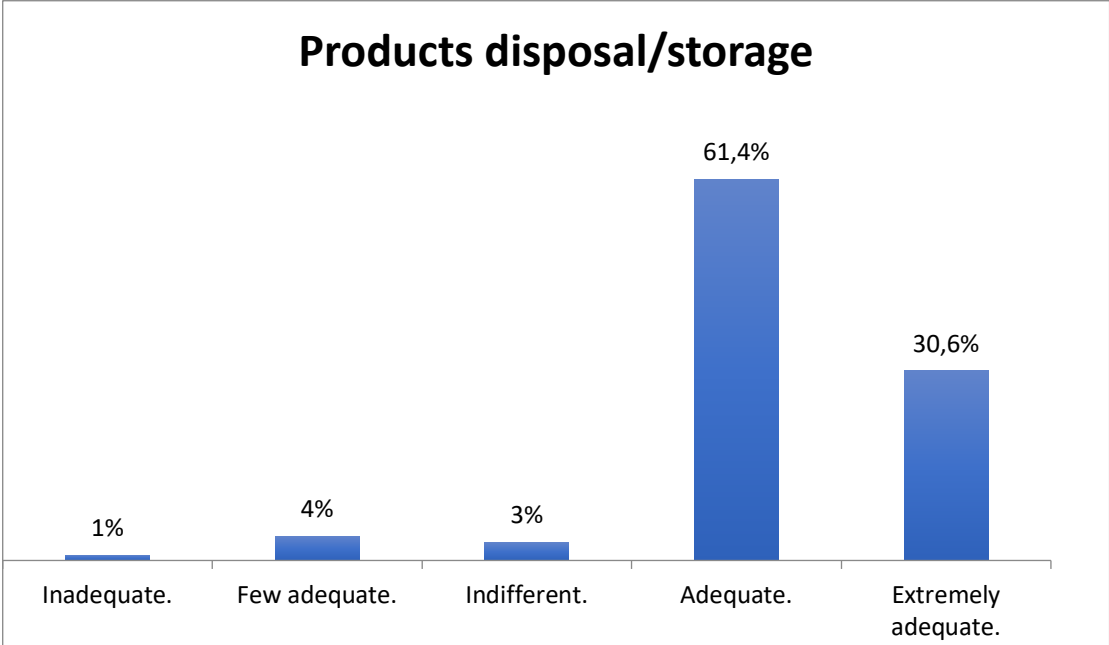


**Graph 17-** Variable “The illumination in-store”.

Source- “Made by myself”.

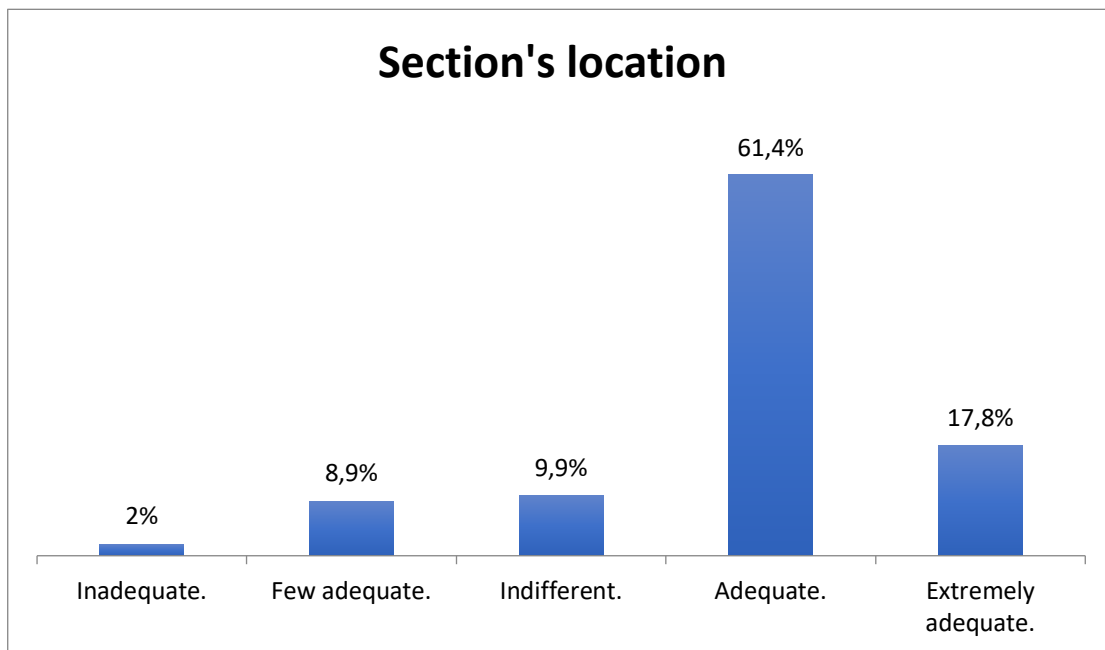


There “product disposal” is the third in-store variable studied and the majority of the sample consider to be “adequate” (62 people, representing 61,4%) or “extremely adequate” (3 people, representing 30,7%).



**Graph 18-** variable “The product disposal in-store”  
Source- “Made by myself”.

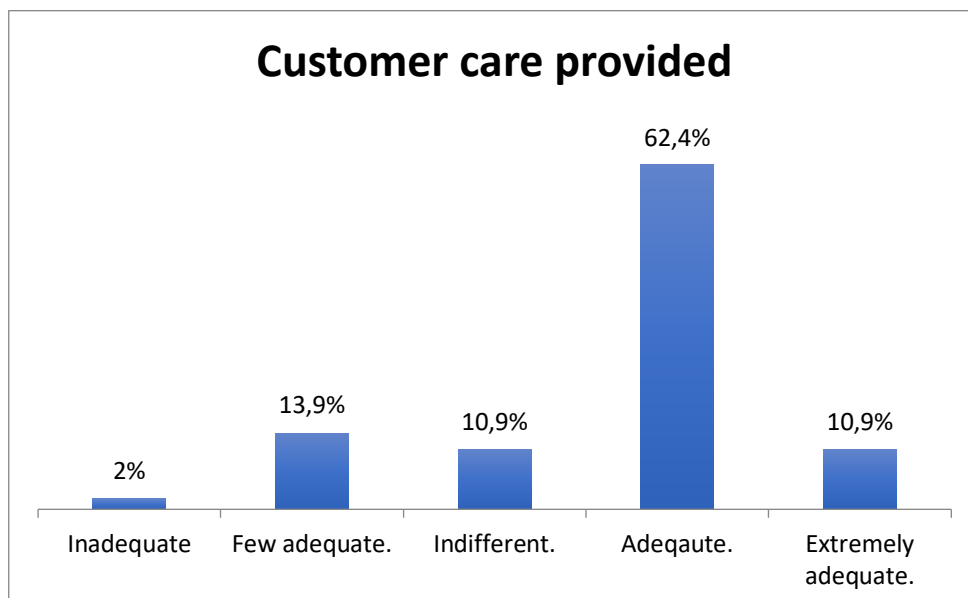
Another variable studied in the store is the location of the sections and it is answers by the majority of people as “adequate” and “extremely adequate” with 62 people (61,4%) and 18 people (17,8%) respectively. To 10 people the localization of the section is indifferent in Ikea (9,9%) and 11 people answer that they inadequate or few adequate (11,9%).



**Graph 19-** variable “The sections location in-store”.

Source- “Made by myself”.

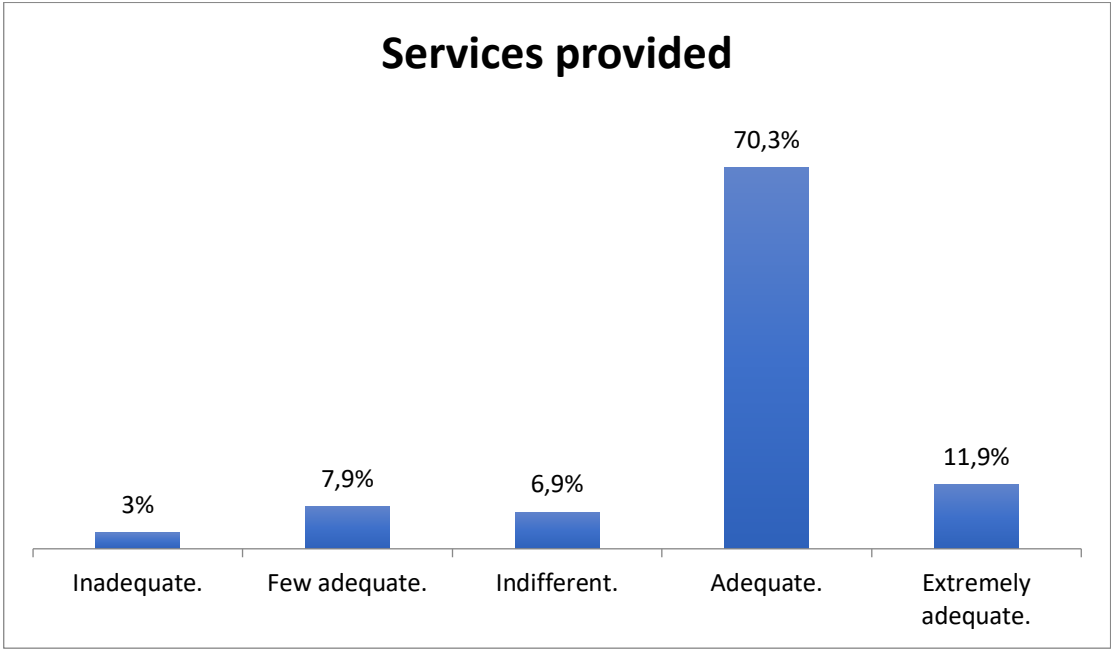
The variable “customer care provided” is asked about and the majority of people answer that it is at least “adequate” or “extremely adequate” with 72 people (71,3%). On the other hand, 14 people classify customer care as few adequate (13,9%).



**Graph 20-** variable “The customer care provided”.

Source- “Made by myself”.

The “services provided” are the last variable studied in the store, and the majority of the sample answer is “adequate” with 71 people, representing 70,3%. The “extremely adequate” answer has a total score of 12 with 11,9%. The “indifferent” category has 7 people selecting it and a weight of 6,9%. At the two less adequate levels only 11 people select it with a percentage of 10,9.



**Graph 21-** variable “The services provided”.

Source- “Made by myself”.

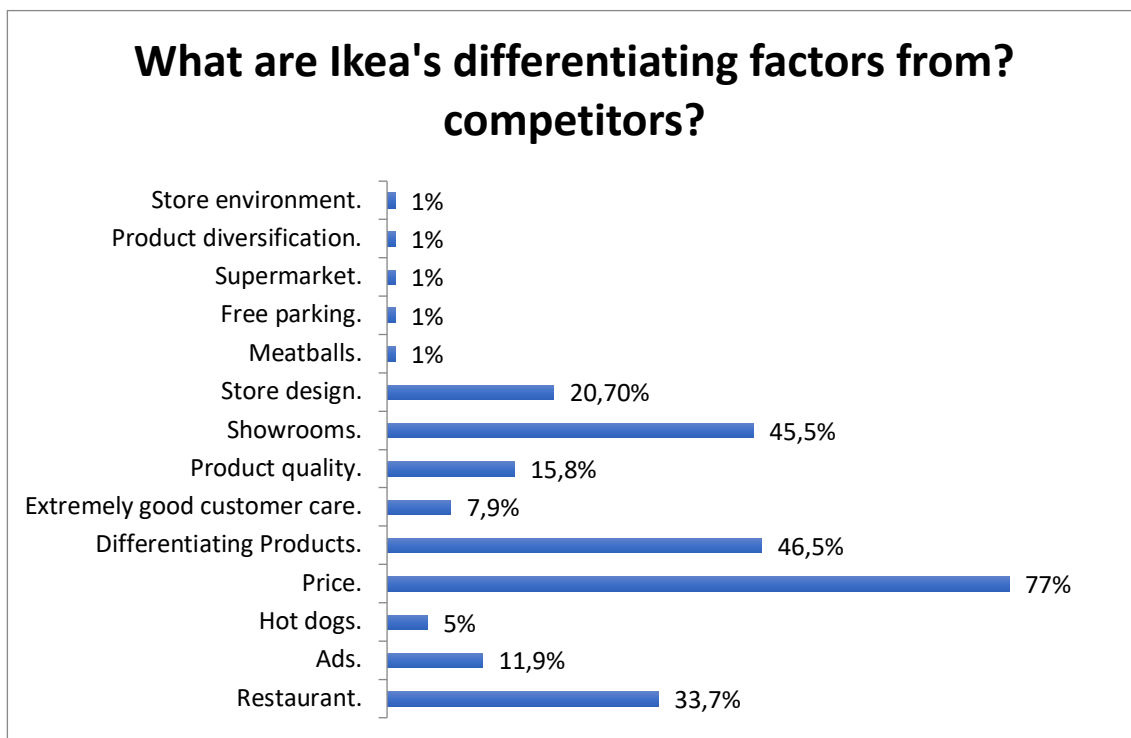
At the final stage was asked about the advantages of Ikea stores and 1 individual answered the variety of products, as the relation of price/quality and innovation access. The quality of products is chosen by 15 people (14,6%), the store access has 18 answers (17,8%), the product design has 52 answers (51,5%), the showrooms has 63 answers (62,4%) and finally, the price has 84 answers (83,2%).



**Graph 22-** Variable “The Ikea advantages”.

Source- “Made by myself”.

The last variable studied was the factors that distinguish Ikea from the competitors. The majority of people answer is “the price” with 78 people selecting it (representing 77%), the product differentiation is the second answer with more votes, with 47 people (representing 46,5%), the third answer with more votes is “Showrooms” with 46 people (representing 45,5%). The restaurant and the store design have also considerable weight with 34 people (33,7%) and 21 people (20,7%) respectively.



**Graph 23- Variable “The Ikea’s differentiation factors”.**

Source- “Made by myself”.

**Research questions analysis**

The decision of the research questions was taken into account the main subject of this study and also adapted to the company of the study. These questions were analyzed based on the above-mentioned graphs (from the survey and also cross data in an analysis using the SPSS program.

**Q1” The customer considers the Ikea’s marketing a great influencer”.**

Considering the first research question the Ikea’s marketing is an important variable that was studied and included in the survey. To study the research question, one might look at the question "Do you find Ikea advertising influential to the point of taking you to the store or making an online purchase?" more than 60% of the sample says “Yes”. In this analysis, it considered off-store advertising, (TV ads, catalog, billboards, social networks, etc.) and also the in-store experience with the relevance and prominence of impulse buying products. The second marketing analysis is considered with the question “Do you usually buy a product you didn't have in mind?”. The results are consistent and 100% of the sample answers that buy unplanned products at least rarely.

As it is possible to see on table 1, there is a significant number of people who answers the Ikea’s marketing is not influent for them, so they do not go to the store if there is no need to buy a specific product and by consequence does not buy any product by impulse (50%). However, the people who answer that Ikea does not have influent marketing, some of them assume to buy impulse product sometimes (30%).

On the other hand, the majority of people who answer that Ikea’s marketing is influent for them answers that they buy unplanned products, at least rarely (60,66%).

		Unplanned purchase.			
			Yes, sometimes.	Yes, rarely.	Yes, always.
		Count	Count	Count	Count
Influent	No.	20	12	6	2
marketing.	Yes.	24	18	12	7

**Table 1-** “Unplanned shopping vs marketing influence”.

Source- “Made by myself”.

**Q2 “The main marketing channel is the catalog”.**

The second research question” The main marketing channel is the catalog”. This question is an extension of the first one, going into the detail of the catalog. To conduct the study of this question research it was necessary to ask, “How do people know Ikea?” and 60% of the sample asks by the “catalog”. So, the catalog represents the main marketing channel analyzed in the survey.

**Q3” The customer prefers to buy in Ikea because of distinctive showrooms”.**

Considering the fourth research question which is about the importance of showrooms it was found that 97,03% of the customers attribute at least level 3 of importance on a scale of 1 to 5 (1 few important and 5 extremely important) as the graph 11 reveals. When it comes to the reaction of people when faces the showroom, it is remarkable the importance that people attribute and how people say that they know Ikea by the showrooms according to 45,54% of the sample (graph 23).

**Q4 “The Ikea’s layout is distinctive and appropriate”.**

To answer the fifth research question, it was necessary to analyze some questions of the survey. Starting with the analysis of the question “What is the importance that you attribute to showrooms?” (graph 11) and more than 97% of the sample scores it at least with level 3 (in a scale 1-5, being 1 few important and 5 extremely important). Analyzing the details of the in-store layout, the in-store environment is classified at least as adequate by 91,09% (graph 15).

Another variable that reinforces this research question is the music, and 61,39% of the sample classifies at least as adequate (graph 16). The disposal of the products is also a key feature to classify the store layout and 92,08% mention that it is adequate at least (graph 18). The last in-store variable analyzed is the section's location and 79,21% of the sample says it is adequate at least (graph 19). So it means that all the in-store variables analyzed in this study have a positive impact and are adequate for the customer. The open question that is on the survey about the store layout, if it represents an advantage to the customer or disadvantage, about 79% says it is an advantage and some people justifies it by saying that "the customer can see almost every product exposed and consequently it can generate some needs", "contextualized products facilitate the purchase" and "immediate access to the products".(annex graph 14).

#### **Q5 "Young people prefer to buy products with friends/family".**

This research question aims to understand the behavior of youngsters when it is time to buy. Nowadays with the increase in the usage of technology, it was asked if the customers prefer to buy alone or with friends/family. The truth is that nowadays people are frequently using the mobile phone to be in touch with other people. This fact is more frequent in the younger generations. So, the analysis can be interpreted with a physical presence and also virtual presence (social networks with the usage of mobile phones). Table 2 proves that young people have higher needs to share the experience of buying with someone. 90,63% of the people between 18 and 24 years old prefer to buy with someone else, by contrast, both older generations have different behaviors. The oldest category prefers to buy alone (75%) and the class between 35 to 44 years old 62,5% prefer to buy alone also. So, the usage of technologies can justify the need for being in touch with others that the younger generations have.

		Social context.	
		With someone else.	Alone.
		Count	Count
Age	18 to 24 years.	29	3
	25 to 34 years.	11	6
	35 to 44 years.	6	10
	45 to 64 years.	22	10
	65 or more years.	1	3

**Table 2-** “Social context vs Age”

Source- “Made by myself”.

**Q6 “The product disposal is valued by the Ikea’s customer”.**

The Ikea’s customer can be differentiated from the typical customer that just wants to buy the product and leave the store. The customer can dream inside the store with the experience that a certain product can bring to him/her, contextualized in a proper environment. However, the freedom to touch the product, feeling and buy if the customer likes it can be a feature that the customer values (or not).

In order to understand the importance of the product access and the weight that people attribute to this with the importance of the showrooms, there is a comparison in table 3 to better understand this specific problematic.

The people who do not show interest in the showroom values a lot the immediate access to the product, giving it the maximum level o importance (5). The people that say that would be a bit interested in the products exposed in the showrooms evaluate the product disposal with 4,17 and finally, the people who would buy every product that is exposed in the showrooms evaluate the product disposal with 4,40. The overall view of this table shows that even the people who like and notice the showrooms give strong importance the product disposal (immediate access).



		Product disposal reactions.
		Mean
Showrooms reaction.	I would like to buy all the products that pleased me.	4,40
	I have no interest at all.	5,00
	I would be little interested since I only buy what I need.	4,17

**Table 3-** “The importance of product disposal vs showrooms reaction”

Source- “Made by myself”.

**Q7 “ The customer that visit the store without a specific need has a different store perspective from the customer who visits the store to buy a specific product”.**

This research question is approached by matching the people to visit the store with specific needs and their perspective of different characteristics of Ikea’s store. These results compared with the perspective of people who has a specific need.

According to table 4, comparing the results of the “store environment”, the people who have a specific need the majority of people answers that the environment is “adequate” and the majority of people who do not visit the store without a specific need has the same answer.

		VisitaAuto	
		Não	Sim.
		Count	Count
AmbienteAuto	Few adequate.	1	2
	Indifferent	3	1
	Inadequate.	0	2
	Extremely adequate.	7	13
	Adequate.	38	34

**Table 4** -“Visit store without any need vs store environment”.

Source- “Made by my self”.

Analyzing the in-store lightening (table 5) brings the same conclusion to both samples, both mention that the in-store lightening is “adequate” also (assuming the majority).

		Visit the store without intention to buy	
		No.	Yes.
		Count	Count
Lighting in- store	Few adequate.	1	1
	Inadequate.	0	2
	Extremely adequate.	9	9
	Adequate.	39	40

**Table 5** “Visit store without any need vs store illumination”.

Source- “Made by myself”.

The equivalent analysis is done to conclude about the “location of the sections” (table 6), “The music in-store” (Table 7), “The level of customer care provided” (table 8), “Product disposal” (table 9) and “The customer services provided” (table 10) and all of the variables show the same answer independently the sample analyzed (the people who have the specific need and the ones who does not have) both answer it is “adequate”. By this, it is possible to conclude that no matter what the initial intention is when entering the store, the perspectives about the store are the same, between both groups.

		Visit the store without any need.	
		No.	Yes..
		Count	Count
Section's location	Few adequate.	3	6
	Indifferent.	4	6
	Inadequate.	1	1
	Extremely adequate.	7	11
	Adequate.	34	28

**Table 6** -"Visit store without any need vs section's location"

Source- "Made by myself".

		Visit the store without any need.	
		No.	Yes.
		Count	Count
Music in-store.	Few adequate.	1	3
	Indifferent.	14	18
	Inadequate.	1	2
	Extremely adequate.	2	2
	Adequate.	31	27

**Table 7**-" Visit store without any need vs music in-store".

Source- "Made by myself".

		Visit the store without any need.	
		No	Yes.
		Count	Count
Customer care service.	Few adequate.	5	9
	Indifferent.	6	5
	Inadequate.	1	1
	Extremamely adequate.	4	7
	Adequate.	33	30

**Table 8** - “Visit store without any need vs customer care service”.

Source- “Made by myself”.

		Visit the store without any need.	
		No.	Yes..
		Count	Count
Product disposal.	Few adequate.	1	3
	Indifferent.	2	1
	Inadequate.	0	1
	Extremely adequate.	11	20
	Adequate.	35	27

**Table 9** “Visit store without any need vs product disposal”.

Source- “Made by myself”.

		Visit the store without any need.	
		No.	Yes.
		Count	Count
Services provided.	Few adequate.	3	5
	Indifferent.	3	4
	Inadequate.	1	2
	Extremely adequate.	5	7
	Adequate.	37	34

**Table 10-** “Visit store without any need vs services provided”.

Source- “Made by myself”.

Research Questions (RQ)	Results
Q1- “The customer considers the Ikea’s marketing a great influencer”.	Ikea’s Marketing is a great influencer, considering in-store and out of store marketing. In general customer is influenced to go to the store and buy the products.
Q2- “The main marketing channel is the catalog”.	Among other marketing channels the catalog reveals the most recognized marketing channel
Q3- “The customer prefers to buy in Ikea because of distinctive showrooms”.	This research question is proved, by the importance that people gives to it and also by the perception of the customer when a significant percentage of customers announces that the showrooms are a distinctive feature from the competitors.
Q4- “The Ikea’s layout is distinctive and appropriate”.	Like the previous RQ the importance of showrooms is part of store’s layout and justifies the importance that people give to it. All the in-store variables analyzed are at least adequate, in general.
Q5- “Young people prefer to buy products with friends/family”.	The younger generations are more dependent when it is time do some shopping, they prefer to buy with someone else. The usage of social networks by the younger generations can justify the dependence from friends and family.
Q6- “The product disposal is valued by the Ikea’s customer”.	The product disposal /access reveals more important to people who is not influenced by the showrooms. However, in general every Ikea customer values the product disposal/access to the product.
Q7- “The customer that visit the store without a specific need has a different store perspective from the customer who visits the store to buy a specific product”.	This RQ reveals that independently form the type of (potential) customer, the customer has the same store perception.

## Recommendations

After the analysis of the research questions and also the survey it is possible to underline some recommendations:

-The study of marketing channels revealed that only about 40% of the sample know Ikea by social networks and also the website is only mentioned by 36% of the sample. Nowadays every big company tries to have a big digital connection with the customer and Ikea is not an exception. However, the traditional marketing channels have more weight, with the catalog representing 60% and also the television ads (57%). So, Ikea should promote its App by offering a 10% discount on the first online purchase. Or create a program with five famous people of each country where Ikea is established, to make a vlog where they can show the products, the assembly process, the furniture features, the weaknesses, and other details.

-The second recommendation consists of the in-store design. By the analysis of the open question on the survey (graph 14), some customers say that Ikea's store design is "exhaustive", the long path since the customer enters the store through every section and finishes with the supermarket and the restaurant. The recommendation consists of the elaboration of a shorter path where the customer can choose where to go, depending on her/his needs.

-The third recommendation goes to product accessibility which is a weakness of Ikea. The improvement of this point can be against the Ikea principles, although many customers value the product disposal (immediate access) about 90% with at least level 4 (out of 5) on a scale of importance (1- less important; 5 extremely important). This obstacle can be overcome with the use of technology. If Ikea uses virtual showrooms instead of physical ones Ikea can save space and store more products to offer to the customer.

-The fourth recommendation is about the product quality of Ikea's products. According to a study (Sorrel, 2017), the common customer at 34 years old starts to move on to other brands, looking for more quality, products that are a little longer lasting. With this information Ikea should create a premium product class, to attract the customers that value the quality and not the price.

-The fifth recommendation is about the standardized products that Ikea offers. Ikea should create a customized product class, to fulfill the needs of the most demanding consumers. By this strategy, Ikea can reach more potential consumers, even the ones who do not like standardized products.

## Discussion

The results obtained in this study revealed that the customers, in general, consider that Ikea's marketing is influential either outside or inside the store. This fact generates more Ikea customers and consequently more sales. This thematic is important to evaluate the consumer's perception of Ikea's marketing. In order to better understand the most known marketing channel that Ikea uses, the second research question emphasizes the catalog that Ikea is known by. This is a promotional tool that allows the customer to touch in a tangible marketing channel and as a result of this, the brand tries to create brand awareness and inform the customer about the products that they can buy (Etree, 2019).

The main focus of this thesis is about merchandising and store layout, so the study of the variables that constitute the store's merchandising and store design are also analyzed. The majority of the customers qualifies the store's merchandising (lightening, music, customer care services, store environment, product disposal, among others) as "adequate". The product disposal or access is another key variable the customer privileges giving a high level of importance. The feasible and realistic environment influences customer's behavior (Villiers, Chinomona and Chuchu, 2018) and the showrooms are the perfect examples of this when the customer sees the product contextualized it creates a brand experience and consequently increases consumer's purchase intention. According to Kwok (2016), "each sign must be eye-catching and appealing ..." this proves that the customer attributes great importance and recognizes the showrooms.

However, these were not the only findings of their store's perceptions. To dig in more detail, it was discovered that the customers when confronted with the showrooms generate different needs or motivations which "is the driving force within individuals that impels them to action. This driving force is produced by a state of uncomfortable. The tension exists as a result of unsatisfied need." (Schiffman & Kanuk, 2008). These needs can be called "motivation" to buy products, if the store's layout is appropriate it can "result of unsatisfied need" that can be influenced by rational and emotional stimulations. The store optimization layout is a key factor that can bring satisfaction or not) to the customers. In theory, it can boost sales and consequently the profit of the company (Hwangboo, Lee, Kim and Kim, 2017).

The majority of people feel influenced to buy the product in a certain way and attribute a very considerable level of importance. The sensory influence/environment can influence the consumer behavior There are some variables outside the store that can influence the consumer



to come to the store with the help of Marketing. However, “Non less important is the environment inside the store such as lightening, music, store layout, and merchandise.” (Hu & Jasper 2006; Wang & Ha 2011). Despite the findings, there is an essential point to retain: the people who visit the store only to spend time (not planned shopping), have almost the same perception of the store compared with people who just go to purchase some products.

These findings were taken by the survey executed and also by the theory analyzed. Despite that, there are some limitations and the number of people who answered the survey can be assumed as a small number and the range of ages is very embracing, so it is not easy to find standards of behaviors. Maybe a better analysis could be done if it contemplates the demographic area of the customer and also the household income. A better sample could be collected if the survey were delivered on the entering of the store. Another way to explore this thematic is to explore the digitalization if it influences customer behavior and how. This last point has not been explored in such a way as not to make the study too extensive and dissipated.

## Conclusion

In the end, it is necessary to clarify the answers to the research questions launched in the beginning and also during the thesis development. “How merchandising and layout of Ikea influence the consumer behavior?” is the main question of this thesis and to answer this question is necessary to dig in more detail the variables that this analysis includes. Marketing is the first variable that is approached, to understand customer perception and it is obvious that the customer evaluates the Ikea’s marketing as powerful and influent (distinguishing the catalog). The second variable analyzed is consumer behavior and this variable was analyzed with the merchandising practices and it was concluded that the Ikea customers like the experience behind the purchase (the store format, the lightning, the music, customer care services, and others).” The atmosphere of the store (the smell, the music, the lights, and others) can be crucial to boost sales and to retain the customer, once he/she likes the store and the experience” (Levy & Weitz, 2003).

From the analysis of the study, it is evident that Ikea customers value very special features in stores such as showrooms and even store layout. Showrooms are so prized that they even influence the consumer that they had no planned purchase to buy certain items, “Looking is buying” (Giodlof, Anikin, Martin and Wallin, 2017).

The store design (racetrack) is also a key feature that the customers in general value, even though there are some that they mention as a disadvantage for the time they may lose and the excessive path they have to take.

To better understand the implications of these results, future studies could address some investigation in some areas such as associating the technological influence of merchandising and consumer behavior to understand the relationships between them. On the other hand, it would also be possible to further explore the gaps that Ikea may have in the customer’s perception and still understand why so many people go to the store to spend some time, without the intention to buy, understanding what are the characteristics that make this brand different from others in this respect.

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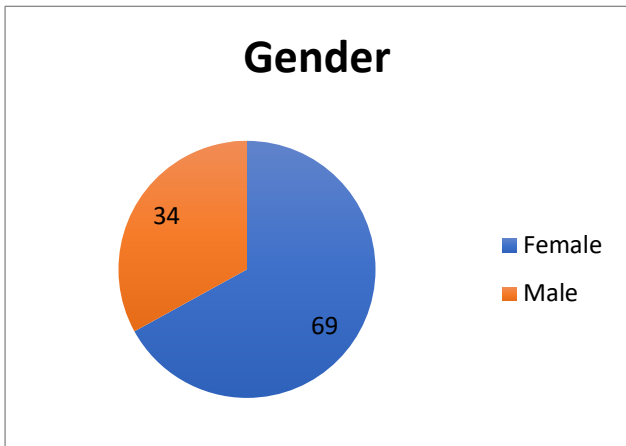
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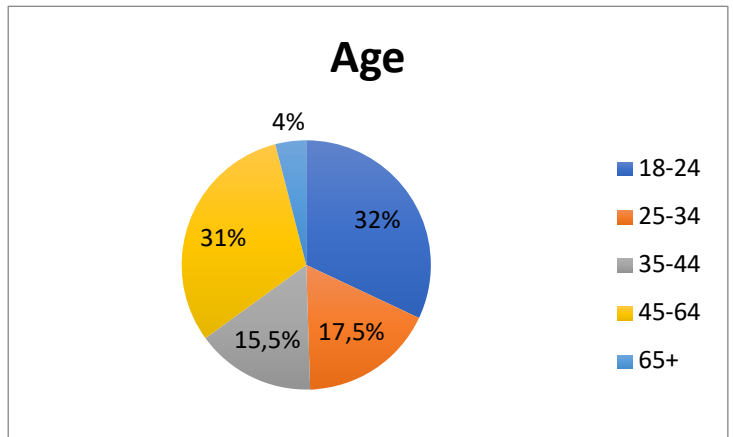
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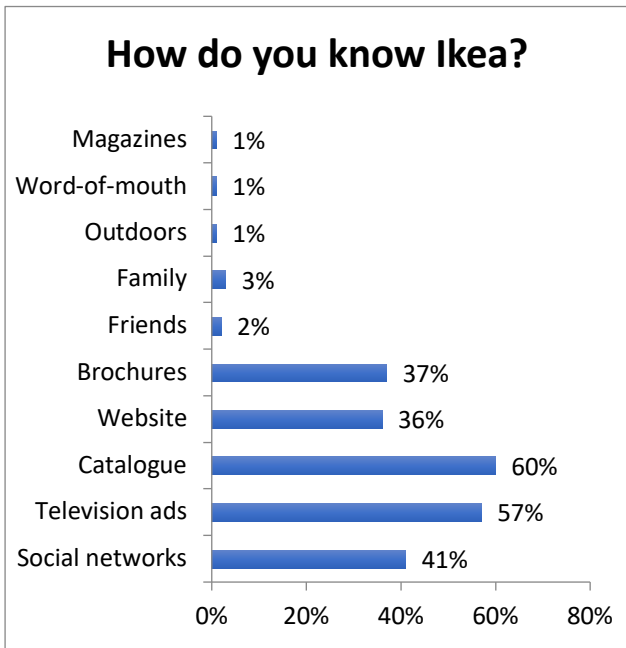
**ANNEX**



**Graphic 1- Variable "Gender"**  
Source: "Made by myself"



**Graphic 1- Variable "Age"**  
Source: "Made by myself"



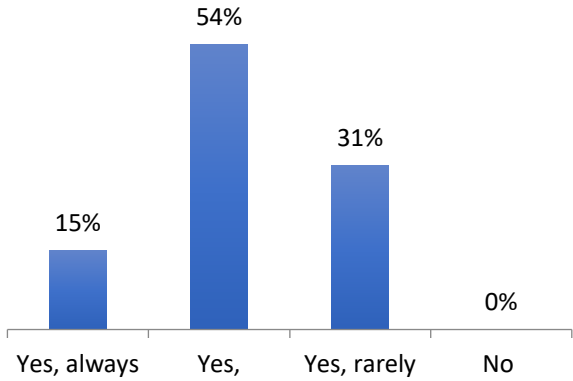
**Graphic 3: Variable "How do people know Ikea"**  
Source- "Made by myself"



**Graphic 4: Variable "Do people visit furniture stores if they do not have any specific need"**  
Source- "Made by myself"

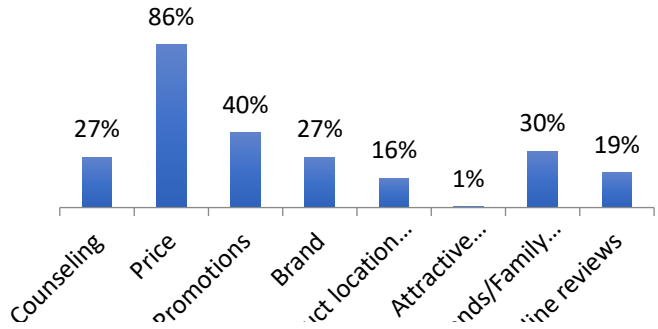


### If yes, do you usually buy anything unplanned?



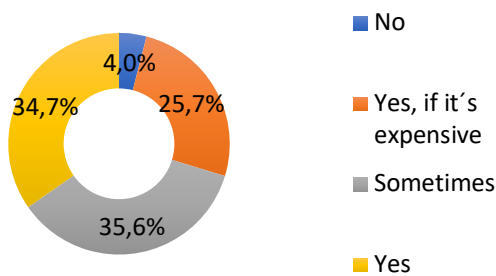
**Graphic 5: Variable "Unplanned purchase"**  
Source- "Made by myself"

### Which factors do you consider the most while buying a product knowing there are similar ones?



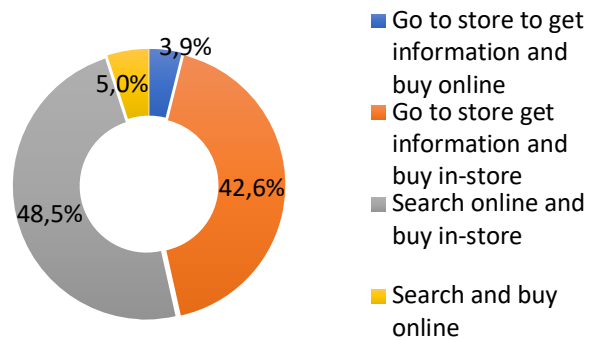
**Graphic 6: Variable "Factors that influence consumer's decisions"**  
Source- "Made by myself"

### When you think about buying a product do you search for more information about it?



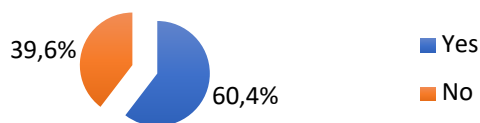
**Graphic 7: Variable "The information collected before purchase"**  
Source- "Made by myself"

### How do you prefer to buy the product?



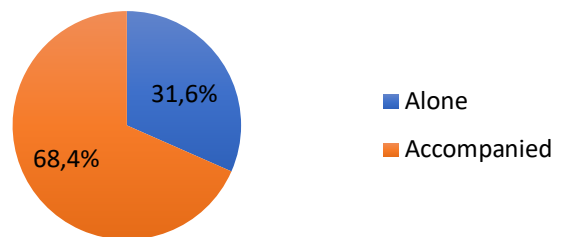
**Graphic 8: Variable "How the customer gets the product"**  
Source- "Made by myself"

### Do you consider that Ikea's publicity influences you to go to store or buy online?



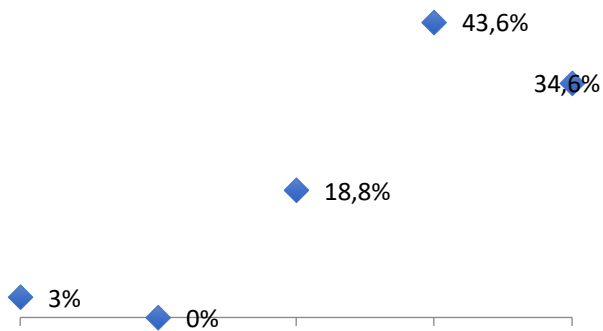
**Graphic 9: Variable "Marketing influence on consumers behavior"**  
Source- "Made by myself"

### Do you prefer to buy alone or accompanied?



**Graphic 10: Variable "Socialization influence during the shopping process"**  
Source- "Made by myself"

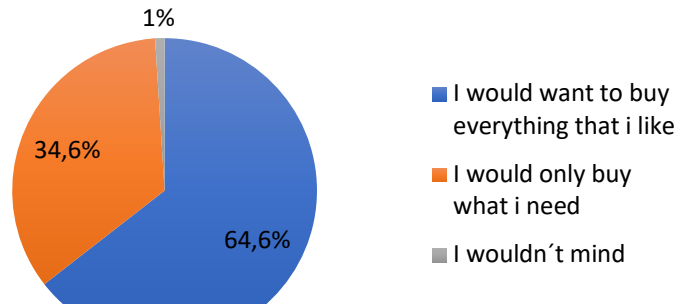
### How important do you consider showrooms?



**Graphic 11: Variable "Showroom's importance"**

Source- "Made by myself"

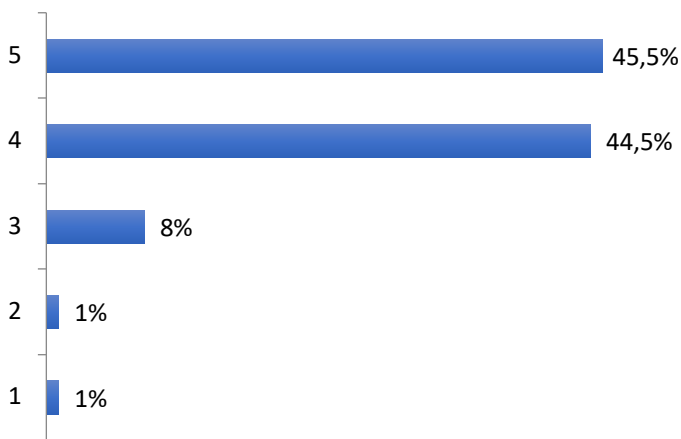
### Getting into and Ikea's store and facing a showroom that pleases you, what effect would that have on you?



**Graphic 12: Variable "Products contextualized in showrooms, the effect on consumer behavior"**

Source- "Made by myself"

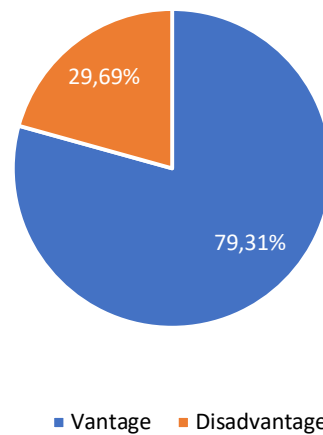
### Do you consider the product disposal and the immediate access to the products relevant?



**Graphic 13: Variable "The importance of the product disposal"**

Source- "Made by myself"

### Do you consider the Ikea's store format where the clients are confronted with most of the products and advantage or disadvantage? Why?



**Graphic 14: Variable "Store's design"**

Source- "Made by myself"

**Detailed answers:**

1-" Advantage. "

2-" Advantage."

3-Yes."

4-" Advantage because it is possible to go through every part of the store and see most of the products available."

5-" I consider it a disadvantage because it doesn't allow customers to see only what they want but to go through the entire store."

6-" Advantage. It's easy to go pick up the product and go on, it's practical and saves time. "

7-" Advantage. It creates more impulsive buying. Clients may want something specific but facing every product in the store they will end up buying more. "

8-" Advantage because I like to see how products are and perform in real life. "

9-" Advantage. There is the possibility to choose the most interesting products. "

10-" Disadvantage to the customer since there is waste of time. "

11-" Advantage because we can see all the products there are in-store and find new ones we didn't know existed."

12-" Advantage. Easy access."

13-" Advantage. We end up knowing products that we wouldn't know any other way."

14-" It is an advantage to the store."

15-" It's an obvious vantage because we can get the products immediately without waiting."

16-" Advantage, I can save more time specially by the shortcuts."

17-" Advantage, the disposal and arrangement are very appealing and make clients want to buy."

18-" Advantage because we end up going through every are and sometimes end up getting something, we needed but didn't remember."

19-" Advantage. With this method everything is available to the client to see, compare and eventually to buy."

20-" Disadvantage because it takes more time."

21-" I consider it a marketing tool that it makes a strong impulse on crossselling."

22-" It's bad that it takes so long for someone that only pretends the picking method."

23-" It's a vantage for the brand because it reduces the products client doesn't see and it's a vantage for the client because it helps to remember him/her some forgotten necessities."

24-" A disadvantage because I can get tired of going through areas that don't interest me."

25-" For me it is a disadvantage because I get tired of being there and sometimes end up not buying."

26-" Advantage because sometimes I don't have any plans of buying anything and some necessities come up that influence me to buy."

27-" Advantage. Even more because of the store disposal that confronts clients with a solution to his/her needs."

28-” Advantage because I am more clarified facing the product.”

29-” Advantange because the clients can see and touch everything.”

30-” Advantage: it is easy to go around since there is a defined path.”

31- “It can be a vantage if we consider the possibility that the client can visualize every area of a home and take ideas to decorate their own. Also, if the client searches for an specific product he/she can compare different prices, models/designs and make a conscious choice.”

32- “Vantage because I end up going through areas with products, I may not need but those areas turn them very attractive to the consumer.”

33-” Advantage because the client gets to see everything.”

35-” Advantage because we have the opportunity to see everything in-store.”

36-” Disadvantage when a fast shopping experience is wanted because it takes too long to get to the wanted product. On the other hand, it is a vantage when there is no rush because we see everything, discover new products and check products on sale that may attract us to buy.”

37-” Advantage because it allows the client to find and complete their purchases.”

38-” Disadvantage. “

39-” On family and friends’ perspective: Vantage for the brand because we end up seeing more things we may like and increases the information on products and the offer available. It can be a disadvantage for the consumer if he/she ends up buying products that are not necessary creating regrets or/and debts.”

40-” Disadvantage because I always buy something i didn’t plan to and take more time than wanted because of the long path along the store.

41-” Advantage because there is an immediate access to the products.”

42-” Advantage because we always know what’s in stock and can get it immediately.”

43-” Advantage because it allows to have an overall view.”

44-” It’s a vantage because it allows other dynamic and experience to the costumer and he/she can also get to know more product’s that Ikea has to, per example, decorate an house.”

45-” Advantage for Ikea because they create a necessity on the client.”

46-” It is a unnecessary massacre but it’s part of the brand’s marketing strategy. At Loule’s store this situation seems to be more relieved because clients tend only to buy what they decided previously or what they need.”

47-” I only buy what i need so it is a disadvantage.”

48-” Advantage. Basically, we are forced to see everything and get easily influenced to buy.”

49-” Advantage. It allows to show the costumer the constant product’s updates.”

50-” Advantage to the store because as the clients go through the store more needs are created which increases the buying tendency.”

51-” Both. Vantage to the brand because it allows to show every product existent. Disadvantage for the consumer because he can easily buy things that are unplanned.”

52-” It is a vantage for those who go to Ikea only to walk around with no planned purchases. I tis a disadvantage for those who go to buy specific products.”

53-” Disadvantage because it always ends up on unnecessary purchases.”

54-” Advantage because it allows to go through every section of the store.”

55-Advantage because it allows to know the products better and the diverse options before buying.”

56-” To the store it is a vantage because we end up picking up things we didn’t plan to. For the consumer, because of that, it is a disadvantage.”

57-” I believe that is a vantage for the brand and a disadvantage to the clients because sometimes the decisions made are emotional and impulsive. With this, it can create frustration to customers who only want to buy specific products.”

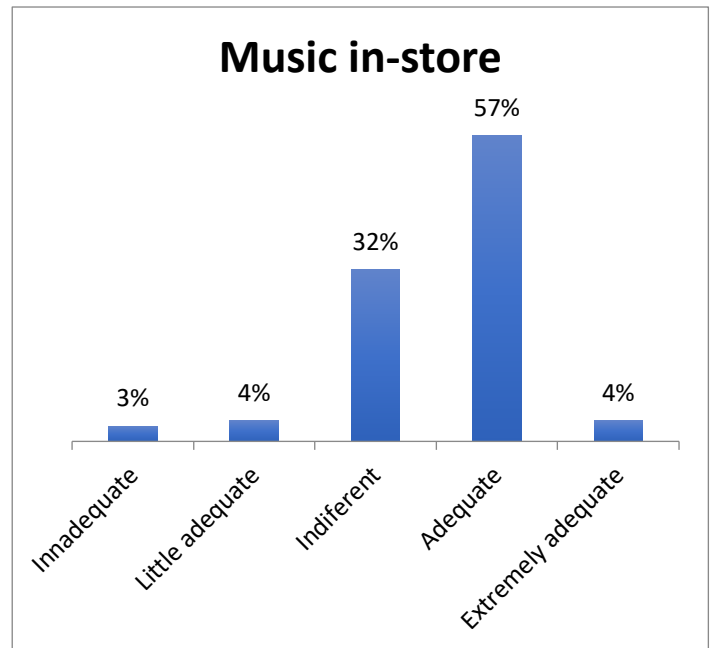
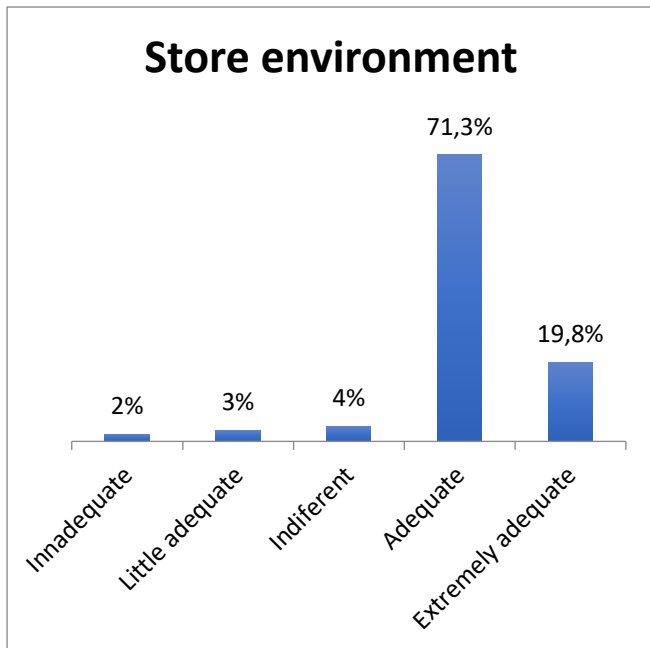
58-” Advantage.”

59-” Advantage. Because there is a division of the various house areas and it is possible to see how products are in real life and create decorating ideas for our own house.”

60-” Advantage. It makes the client to have access to the products that could be unknown to him/her and even if they don’t buy them at that time, they can consider buying later.”

61-” Advantage because we get to see every house divisions.”

62-” Advantage for the store because the client is forced to visit every sector and disadvantage to the client because it can be exhaustive.”

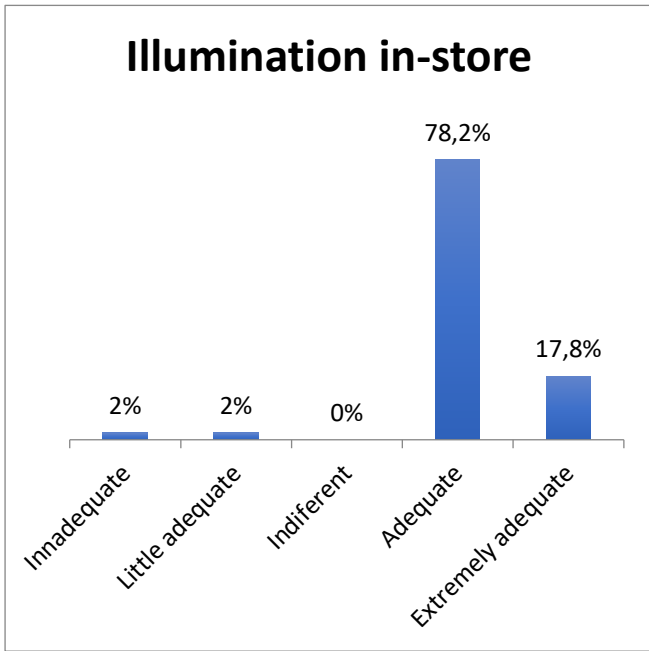


**Graphic 15: Variable "The environment in store"**

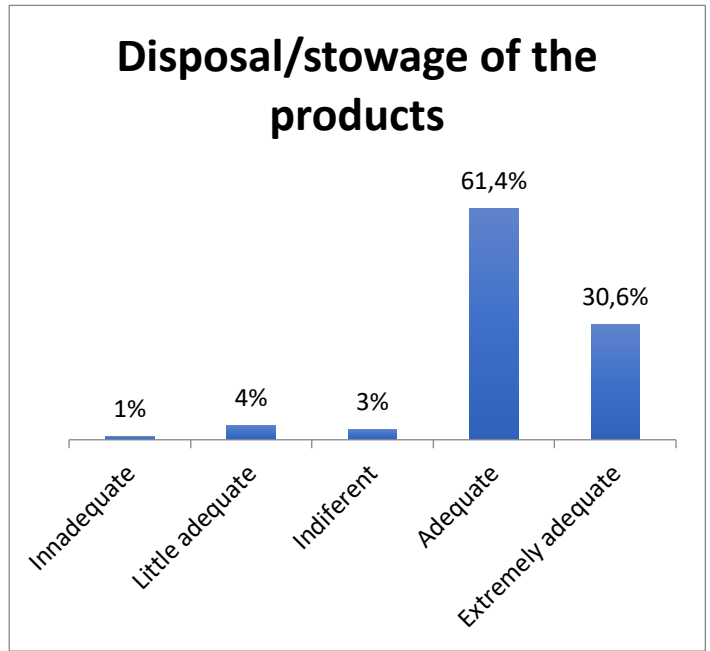
Source- "Made by myself"

**Graphic 16: Variable "Music in store"**

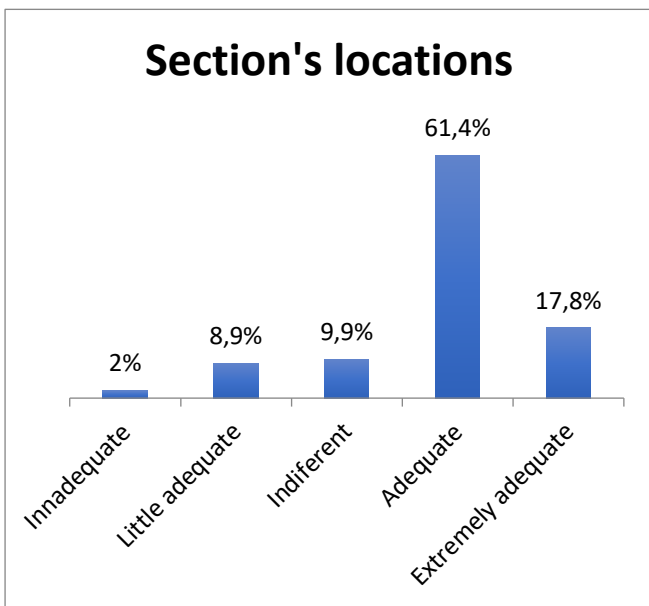
Source- "Made by myself"



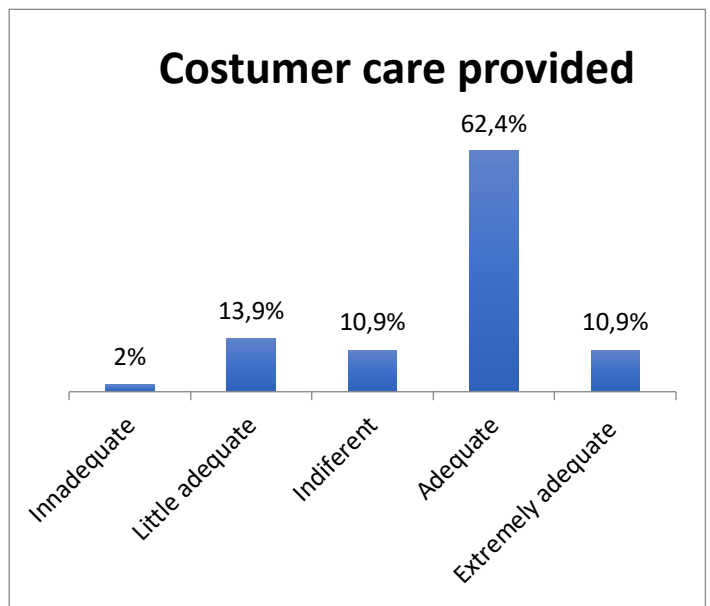
**Graphic 17: Variable "The illumination in store"**  
Source- "Made by myself"



**Graphic 18: Variable "The product disposal in store"**  
Source- "Made by myself"

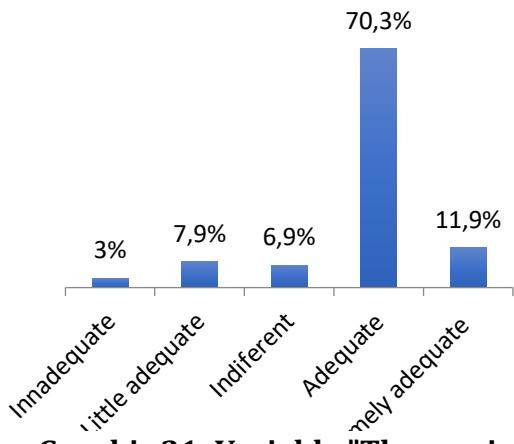


**Graphic 19: Variable "The location of the sections in store"**  
Source- "Made by myself"



**Graphic 20: Variable "The costumer care provided"**  
Source- "Made by myself"

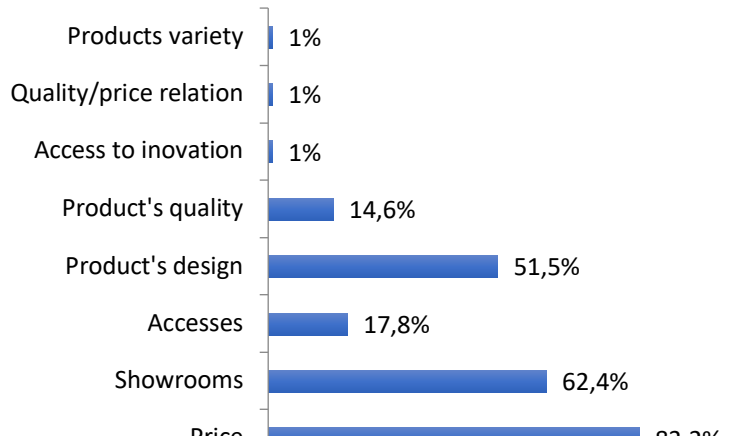
### Services provided



**Graphic 21: Variable "The services provided"**

Source- "Made by myself"

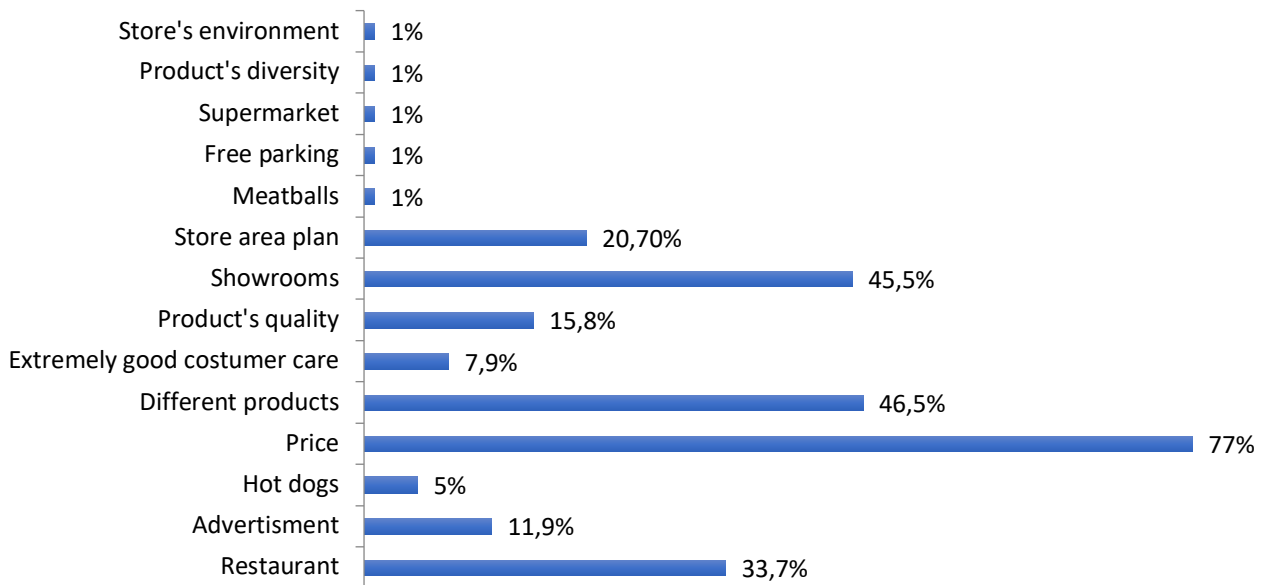
### Ikea's products vantages



**Graphic 22: Variable "The Ikea advantages"**

Source- "Made by myself"

### Which factors differentiates Ikea from other brands?



**Graphic 23: Variable "The Ikea's differentiation factors"**

Source- "Made by myself"

		Unplanned buying			
			Yes, sometimes.	Yes, rarely.	Yes, always.
		Count	Count	Count	Count
Influence	No	20	12	6	2
advertisement	Yes	24	18	12	7

**Table 1- “Unplanned shopping vs marketing influence”.**

Source- “Made by myself”.

		Social context	
		Accompanied	Alone
		Count	Count
Age	18-24	29	3
	25-34	11	6
	35-44	6	10
	45-64	22	10
	65+	1	3

**Table 2- “Social context vs Age”**

Source- “Made by myself”.



		Disposal importance
		Mean
Showroom reactions	I would want to buy every product disposed.	4,40
	I wouldn't care.	5,00
	I wouldn't care much because I only buy what I need.	4,17

**Table 3- "Importance of product disposal vs showrooms reactions"**

Source- "Made by myself".

		Visit	
		No	Yes
		Count	Count
Environment	Little adequate	1	2
	Indiferent	3	1
	Innadequate	0	2
	Extrememely adequate	7	13
	Adequate	38	34

		Visit	
		No	Yes
		Count	Count
Illumination	Little adequate	1	1
	Innadequate	0	2
	Extremely adequate	9	9
	Adequate	39	40

**Table 5 "Visit store without any need vs store illumination".**

Source- "Made by myself".

**Table 4 -"Visit store without any need vs store environment".**

Source- "Made by myself".

		Visit	
		No	Yes
		Count	Count
Localization	Little adequate	3	6
	Indiferent	4	6
	Inadequate	1	1
	Extremely adequate	7	11
	Adequate	34	28

**Table 6 "Visit store without any need vs section's location"**

Source- "Made by myself".

		Visit	
		Não	Sim.
		Count	Count
Music	Little adequate	1	3
	Indiferent	14	18
	Inadequate	1	2
	Extremely adequate	2	2
	Adequate	31	27

**Table 7-“ Visit store without any need vs music in-store”.**

**Source- “Made by myself”.**

		Visit	
		No	Yes
		Count	Count
Costumer care	Little adequate	5	9
	Indiferent	6	5
	Inadequate	1	1
	Extremely adequate	4	7
	Adequate	33	30

**Table 8 “Visit store without any need vs customer care service”.**

**Source- “Made by myself”.**

		Visit	
		No	Yes
		Count	Count
Disposal	Little adequate	1	3
	Indiferent	2	1
	Inadequate	0	1
	Extremely adequate	11	20
	Adequate	35	27

**Table 9 “Visit store without any need vs product disposal”.**

**Source- “Made by myself”.**

		Visit	
		No	Yes
		Count	Count
Services	Little adequate	3	5
	Indiferent	3	4
	Inadequate	1	2
	Extremely adequate	5	7
	Adequate	37	34

**Table 10- “Visit store without any need vs services provided”.**

**Source- “Made by myself”.**