



**THE INFLUENCING FACTORS OF INTERNATIONAL  
MARKETING STRATEGY FOR IKEA GROUP'S PRODUCTS**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL  
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This Independent Study has been Approved as a Partial Fulfillment of the  
Requirements for the Degree of Master of Business Administration

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### ABSTRACT

With the acceleration of global economic integration, the issue of international marketing for enterprises has garnered widespread attention in academic circles. IKEA, a leading multinational home furnishing retailer, has a product sales network covering more than half of the regions and populations worldwide, and its successful experiences serve as a model for companies in the same industry. IKEA's ability to smoothly expand into overseas markets and embark on an international marketing path is attributable to its distinctive marketing strategies. Therefore, an in-depth analysis of IKEA's global marketing strategy is significant.

This study reviewed the existing research on international corporate marketing strategies, delved into the factors that influence international marketing strategies, and proposes targeted improvement suggestions to provide insights for multinational marketing management. The study explored the impact of four factors: product strategy, price strategy, place strategy, and promotion strategy on IKEA Group's international marketing strategy for its products.

Adopting a quantitative research approach, this study distributed 400 questionnaires, of which 336 were valid, yielding an effective response rate of 84.0%. The research findings indicate that product strategy, price strategy, place strategy, and promotion strategy have significant effects on enhancing IKEA Group's international marketing strategy for its products. Based on the findings, the following suggestions are proposed: (1) Strengthen professional expertise and enhance product research and development. (2) Enhance price management and establish reasonable pricing. (3) Opt for trendy advertising and keep abreast of e-commerce channels. (4) Innovate promotional methods and develop personalized promotional plans.

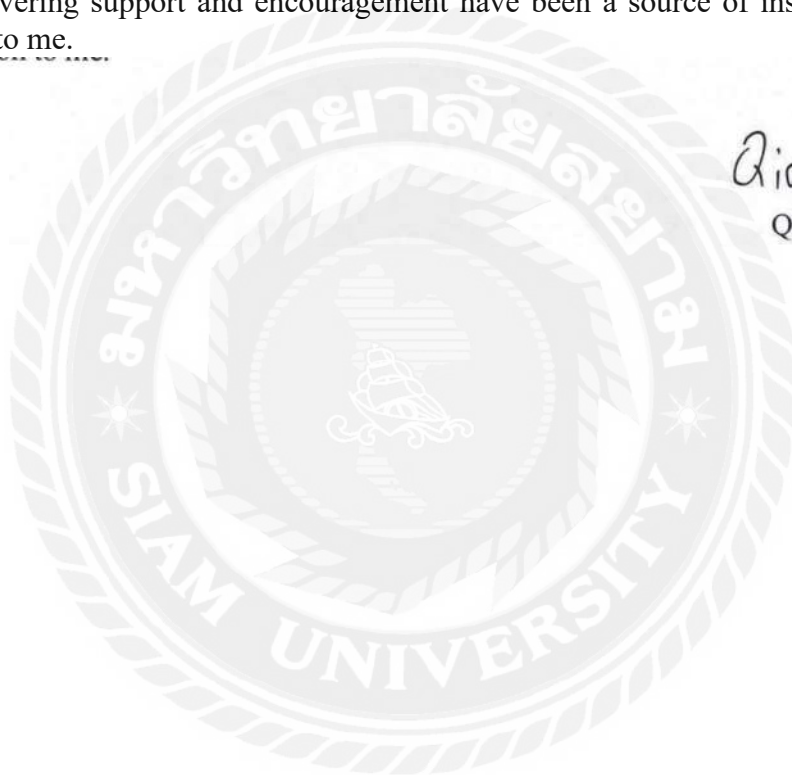
**Keywords:** international marketing strategy, IKEA Group, influencing factors

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*Qiao Hanbing*  
Qiao Hanbing

## DECLARATION

I, Qiao Hanbing, hereby certify that the work embodied in this independent study entitled “*The Influencing Factors of International Marketing Strategy for IKEA Group's Products*” is result of original research and has not been submitted for a higher degree to any other college or institution.

.....  
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Feb 10, 2025



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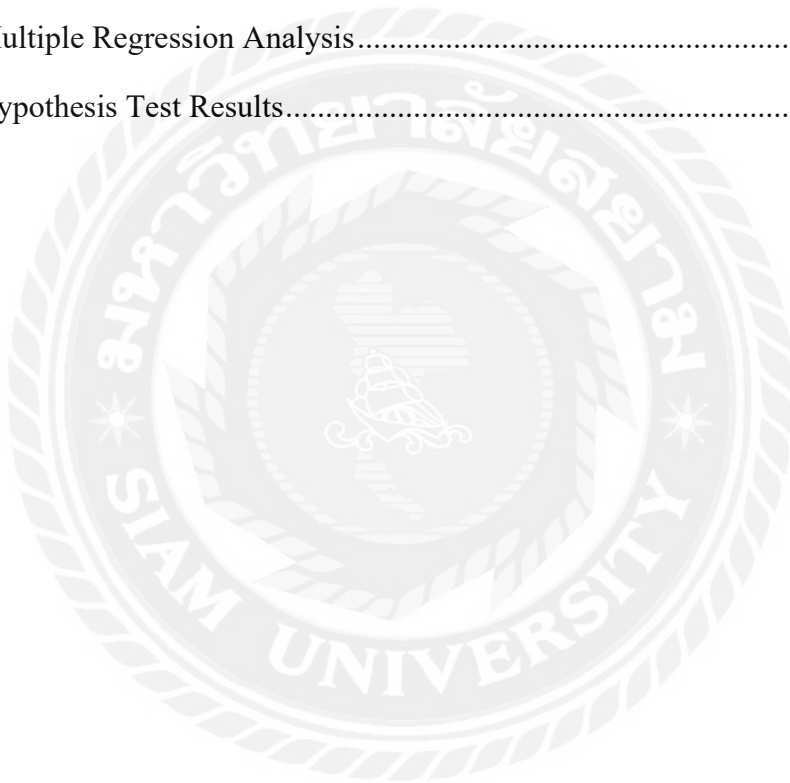
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# **Chapter 1 Introduction**

## **1.1 Background of the Study**

With the accelerating pace of economic globalization, several countries and regions have embarked on cooperation to seek common economic development, making international trade and marketing key channels for the cross-border flow of capital. Multinational enterprises, as the primary vehicles for international marketing, have not only emerged alongside globalization but have also participated in and promoted its progress. The strengthening of multinational corporations signifies the deepening of economic globalization and represents an inevitable trend. Currently, the open and inclusive international marketing environment, coupled with diverse and personalized consumer demands, offers promising prospects for the development of multinational enterprises. Many multinational enterprises, no longer content with their current state, have accelerated large-scale overseas expansion, exporting products and services to every corner of the world to seize market shares. However, in the process of implementing international marketing strategies, multinational enterprises also face many new difficulties and challenges (Alexis, 2021). In the context of Marketing 4.0, with the rapid development of Internet technology and e-commerce platforms, how to seize the opportunities of the times and meet new challenges is an urgent issue for all traditional multinational enterprises.

Marketing strategies are developed by enterprises based on customer needs, utilizing experience to obtain information on customer demand and purchasing power, as well as industry expectations, to systematically organize various business activities, including product strategy, price strategy, place strategy, and promotion strategy. Before engaging in overseas marketing, enterprises conduct market research and formulate marketing strategies to introduce their products into local markets. Effective marketing strategies can enhance sales efficiency and generate profits for the parent company; conversely, failed strategies can lead to poor performance of subsidiaries in target countries, damaging the parent company's brand image. Failed strategies can also create a chain reaction, implicating the parent company and leading to heavy debts. Therefore, formulating and implementing effective marketing strategies is crucial for multinational enterprises in the process of international marketing (Faisal, 2022).

Founded in 1943, IKEA, a renowned Swedish home furnishing brand, has been dedicated to providing consumers worldwide with a wide range of aesthetically pleasing, durable, and reasonably priced home furnishing products for over seven decades. As a leader in the home furnishing industry, IKEA boasts a significant overseas market share, with subsidiaries and stores spread across the globe. Its international marketing strategy is vast, and its net profit has increased substantially. IKEA's success is attributed to its wise international marketing strategy and long-term strategic vision. Therefore, analyzing the international marketing strategy of IKEA, a leading home furnishing enterprise, has significant practical importance (Dragičević, 2020).

## **1.2 Questions of the Study**

This study focuses on the international marketing strategy for IKEA Group's products, utilizing a questionnaire survey among IKEA customers. Supported by the marketing theory, this study identifies the influencing factors of International Marketing Strategy for IKEA Group's products and proposes targeted recommendations for its implementation. Centered around the aforementioned research background, this study poses four questions as follows:

(1) Does product strategy influence the international marketing strategy for IKEA Group's Products?

(2) Does price strategy influence the international marketing strategy for IKEA Group's Products?

(3) Does place strategy influence the international marketing strategy for IKEA Group's Products?

(4) Does promotion strategy influence the international marketing strategy for IKEA Group's Products?

## **1.3 Objectives of the Study**

This study begins by elucidating the research background and significance of IKEA Group's international marketing strategy. It then reviews scholars' research on topics related to international marketing strategy, including studies on marketing strategies, international marketing strategy, and marketing theories. The factors influencing IKEA Group's international marketing strategy are summarized and categorized into four aspects: product strategy, price strategy, place strategy, and promotion strategy. The objectives of this study are as follows:

(1) To explore the effect of product strategy on the International Marketing Strategy for IKEA Group's Products.

(2) To explore the effect of price strategy on the International Marketing Strategy for IKEA Group's Products.

(3) To explore the effect of place strategy on the International Marketing Strategy for IKEA Group's Products.

(4) To explore the effect of promotion strategy on the International Marketing Strategy for IKEA Group's Products.

## **1.4 Scope of the Study**

This study utilized questionnaires to investigate the current status of IKEA Group's international marketing strategy. By conducting a questionnaire survey, the relationship between IKEA Group's international marketing strategy and its influencing factors, including product strategy, price strategy, place strategy, and promotion strategy was examined. After a detailed analysis of the collected data, a solid data foundation will be provided for the improvement of IKEA's international marketing strategy. The target respondents of the questionnaire were consumers who have purchased IKEA products. To ensure broad coverage of the target group and efficient questionnaire recovery, this study chose to distribute and collect questionnaires online using WenJuanXing, a widely acclaimed online questionnaire tool renowned for its user-friendliness, ease of operation, and powerful data analysis capabilities.

## **1.5 Significance of the Study**

Multinational corporations are the primary carriers and drivers of economic globalization, and exploring the international marketing strategy models of large multinational corporations can enrich and strengthen international marketing theory. This study examines the factors that influence the international marketing strategy of IKEA's home furnishing products. It analyzes the company's marketing approach to enhance international marketing theory, modernize traditional concepts, and make abstract marketing theories more tangible. This research enriches the connotation of traditional marketing strategies, adapting them to new trends in today's rapidly developing economic globalization and striving to make traditional international marketing theory more contemporary.

IKEA is currently the world's largest furniture and home furnishing company and a typical participant and leader in globalization. Selecting IKEA, a leading furniture and home furnishing brand, as a case study for this study has the following practical significance: Firstly, IKEA has several stores globally, with a relatively even geographical distribution. With 422 stores in over 50 countries and regions and subsidiaries across five continents, IKEA's international marketing strategy scale is immense. IKEA has successfully entered international markets with experiential, one-stop, and localized marketing strategies. This approach has earned consistent praise from local customers, making it a prime example in the field of international marketing strategy. Therefore, analyzing IKEA allows for the generalization and extension of the conclusions drawn, making them universal. By analyzing the factors influencing IKEA's international marketing strategy, the company can optimize its marketing approaches, innovate online marketing techniques, and continue exploring potential markets more effectively. Thirdly, IKEA's successful experiences are worth learning

from brands in the same industry. Finally, as a traditional large multinational retail enterprise, IKEA's marketing channels are mainly offline retail channels, with relatively lower proportions of online operations and technological products compared to emerging online furniture retailers. Examining the factors that influence IKEA's international marketing strategy can offer valuable insights into the company's transformation and advancement. This analysis is particularly important as it provides strong guidance for the evolution of traditional retail businesses like IKEA.

## **1.6 Definition of Key Terms**

Enterprise internationalization refers to the process by which enterprises engage in multinational operations, enter global markets, leverage global resources and market advantages, aiming to generate profits, enhance brand recognition, and expand market share.

International marketing strategy is a plan developed by a company to expand its global business. This strategy influences the internationalization process and shapes the development of the company in the global market. It includes a series of decisions designed to drive the company's growth and enhance its competitiveness on the international stage.

**Product Strategy:** It constitutes the comprehensive planning undertaken by an enterprise concerning the products it manufactures and operates. It serves as the most fundamental and crucial element within the marketing mix, directly influencing and determining the allocation and management of other mix components.

**Price Strategy:** It represents a vital marketing tactic formulated by enterprises in competitive market environments. Through judicious pricing, enterprises can maximize profits, increase market share, and enhance customer satisfaction.

**Place Strategy:** It pertains to how enterprises deliver their products or services to target markets or end-consumers. This encompasses selecting appropriate distribution channels, formulating channel management policies, and ensuring the effective operation of these channels.

**Promotion Strategy:** It encompasses the activities through which enterprises leverage various promotional means, such as personal selling, advertising, public relations, and sales promotions, to convey product information to consumers, capture their attention and interest, stimulate their purchasing desires and behaviors, and ultimately achieve the objective of expanding sales.

## **Chapter 2 Literature Review**

### **2.1 Introduction**

This section focuses on reviewing and analyzing previous research findings on international marketing strategy, aiming to deeply dissect the notable achievements and existing deficiencies of these studies, thereby laying a solid theoretical and practical foundation for the smooth conduct of this research. Through in-depth analysis of the literature, we can observe that previous studies have achieved fruitful results in defining the connotation, identifying influencing factors, and elucidating the mechanisms of action related to international marketing strategy. At the same time, there are also some deficiencies, such as the lack of depth and breadth in some studies, the relatively monotonous research methods, and the limitations in sample selection. The existence of these issues provides new entry points and research directions for this study, prompting more attention to the comprehensiveness, depth, and innovativeness of research in the field of international marketing strategy, with the aspiration of achieving breakthroughs and advancements.

### **2.2 Literature Review**

#### **2.2.1 Related Research on Marketing Strategies**

Observing the current marketing landscapes of various countries, it can be seen that research activities conducted on international marketing in countries such as the United States, Europe, and Japan started relatively earlier and have matured over time.

Philip Kotler, an American marketing scholar, further refined and extended the theoretical foundations established by Wendell Smith, ultimately forming the well-developed STP theory. According to Banerjee & Bhardwaj (2019), individual marketing companies utilized the method of retaining large budgets to develop hidden consumer groups, and enterprises should allocate resources reasonably to find a balance. Vilkaite-Vaitone and Skackauskiene (2020) introduced the concept of green marketing in his discussion, starting with marketing strategies and describing the green concept to ensure sustainability, truly grasping the balance to coordinate the relationship between business operations and marketing strategies. With the gradual advancement of global economic integration, the economic distance between enterprises of various countries had shortened significantly, and the international competitive environment has become increasingly fierce. Regardless of their size and strength, enterprises must keep pace with the development of the times and establish global market development goals (Faisal, 2022).

Banerjee and Bhardwaj (2019) argued that task-oriented marketing strategies are crucial in sports and sports services. The higher the level of health among clients in regions with developed sports services, the higher the economic level of the people in that area, reflecting a greater emphasis on exercise and fitness. Samiee (2020) analyzed marketing activities and found that digital services for internet products have a significant impact on marketing activities. Wang et al. (2016) believed that for a company to achieve long-term development, it must promote its products and brands, capturing the product market through a diverse range of products. Kuria (2024) pointed out that social media can not only more easily satisfy consumer demand but also help product companies increase business efficiency. Slater (2020) suggested that companies need to adopt marketing strategies such as product mix, differentiated pricing, and multi-channel marketing to enhance their marketing performance. The 4P theory is not only the foundation but also the core of marketing strategies.

### **2.2.2 Related Research on International Marketing Strategy**

In the 1950s and 1960s, Americans were the first to propose the concept of international marketing. With the gradual increase in international marketing, it has become a cross-border marketing topic. Volcker (2009) proposed that standardized products enter the international marketing market due to customers having the same preferences and needs, which supports the formation of the globalization concept. Firms view the market as a holistic entity, aggregating consumer groups with similar intentions, then segmenting the market and promoting scientific and specific marketing management internationally. Bagozzi et al. (2021) comprehensively discussed the historical, cultural, and legal backgrounds in the global market, introduced Asia-Pacific, Africa, Europe, the Americas, the Middle East, and some emerging markets in detail, and predicted and assessed the development opportunities in the global market. Bagozzi et al. (2021) believed that marketing should be globalized and not limited to domestic markets. They pointed out some effective measures for enterprises to transition from domestic to foreign markets, analyzed the existing problems, and proposed relevant strategies for the development direction of international markets. Portal et al. (2019) analyzed business cases to elucidate the influencing factors of corporate international marketing strategies and conducted in-depth analyses of international marketing strategies from multiple aspects. Song et al. (2017) found that the mutual reliance between national culture and international marketing strategies can enhance consumer recognition and satisfaction with entertainment products. Fregidou-Malama and Hyder (2021) showed that enterprises can improve the flexibility of international marketing by increasing investment in foreign enterprises. Katsikeas et al. (2020) studied the application of digital technology and identified issues related to enterprises adopting efficient marketing strategies in the international market, proposing relevant countermeasures. Samiee (2020) analyzed the impact of the Internet on international marketing activities and found that the Internet reflects its influence on international marketing activities through products and digital services.

Dragičević (2020) provided a new interpretation of the concept of international marketing, arguing that international marketing is conducted by enterprises for the differentiated service functions of their products. By improving and promoting products, and utilizing the equivalent exchange of products and services, enterprises can achieve their expected revenue goals in cross-border marketing activities. Samiee (2020) stated that international marketing is a sales method for enterprises to supply products or provide services to foreign customers based on their actual situation and development requirements. Since international marketing can reach markets in various countries, it has various shortcomings in terms of economic, political backgrounds, and cultural aspects, which leads to various challenges in formulating marketing plans (Alexis, 2021; Samiee, 2020).

### **2.2.3 Marketing Theory**

In 2013, the American Marketing Association provided a relatively straightforward definition of marketing, viewing it as a series of activities encompassing the environment in which marketing takes place, its targets, and its social value. In the same year, Professor Philip Kotler expressed a new concept of marketing in his book, stating that marketing serves consumers and aims to maximize profit by satisfying their diverse needs. In brief, it is about maximizing benefits through managing consumer relationships. Shah (2020) conducted a detailed analysis of marketing management, elucidating its effectiveness. Marketing management is a multifaceted functional system that encompasses the formulation of marketing strategies and elements, as well as the operation and implementation of marketing projects across various domains. Jerome McCarthy proposed the famous 4Ps marketing theory. He believed that effective marketing essentially involves the effective combination and application of four marketing strategies: product, price, place, and promotion.

Product Strategy refers to a company's marketing strategy of providing products or services that meet consumer needs in the target market. This includes product differentiation, product standardization, product variety, and product mix.

Price Strategy refers to a company's marketing strategy of setting fixed or floating prices based on the laws of the target market. This includes product pricing, discount pricing, and pricing methods.

Place Strategy refers to a company's strategy for reasonably selecting distribution channels and organizing product circulation and marketing. This includes channel coverage, marketing locations, and inventory.



Promotion Strategy refers to a company's strategy for using various information dissemination methods to market products to target customers. This includes advertising, personal selling, direct selling, and more.

Marketing encompasses numerous aspects, including not only market demand and market prices but also products and marketing services, all of which influence corporate decision-making. The purpose of marketing is to help companies achieve their marketing objectives, profitability goals, and development targets. The marketing environment does not change arbitrarily; rather, it evolves based on changes in consumers' actual needs. The process of marketing involves market research and target market selection, as well as product development and promotion. Capodanno (2017) wrote that the digital era has increased the ways people access information, leading to significant changes in their lifestyles. What we need to do is conduct a comprehensive analysis of the digital marketing environment, identify consumer behavior characteristics in this environment, and thereby grasp the layout approach. By analyzing the marketing environment, we can confirm the feasibility of digital marketing and lay the foundation for subsequent digital transformation efforts. Waterschoot and Bulte (2021) believed that from the perspective of STP (Segmentation, Targeting, Positioning), in the process of market positioning, it is necessary to conduct a comprehensive assessment based on the varying degrees of customer needs. Any company must pay attention to its product brand, establish a brand marketing strategy concept, formulate plans for the product brand, and further enhance marketing by utilizing internet technology.

### (1) Product Strategy

A product, as the core value that a company offers to the market, is not merely a simple assembly of goods and services. It encompasses the product's quality, service quality, appearance design, packaging design, specifications, and various additional features and advantages. These elements collectively constitute the product's comprehensive competitiveness and directly influence consumers' perceptions, acceptance, and loyalty toward the product (Petty, 2017). The key to achieving a company's established marketing objectives lies in accurately positioning the product and promoting it to target consumers, resonating with them, and converting them into actual purchasing behavior.

Actively enhancing a product's market competitiveness is not only crucial for winning market share but also an important way to meet the diversified and personalized needs of target consumers. By continuously optimizing product features, companies can not only attract new customers but also consolidate relationships with existing ones, thereby indirectly driving profit growth. This means that companies need to deeply understand the actual needs of consumers and ensure that the product can effectively address their pain points or meet their specific usage requirements, achieving a perfect combination of functionality and practicality. Providing

differentiated services and experiences is also an effective strategy to enhance a product's market competitiveness (Cant et al., 2015). By innovating service concepts, offering personalized service content, or providing unique consumer experiences, companies can create value beyond consumers' expectations, enhancing the product's attractiveness and brand recognition. This includes but is not limited to customized services, high-quality after-sales service, and an integrated online and offline shopping experience, which can make consumers feel the warmth and dedication of the brand, thereby establishing deep brand loyalty.

## (2) Price Strategy

The factors influencing pricing include the base price, payment methods, terms, discounts, and credit conditions (Utaka, 2019). Price strategy primarily encompasses three aspects: Firstly, cost-oriented pricing. This price strategy emphasizes that the product's price in the production and operation process is based on actual consumption costs, and the desired profit margin is the ultimate factor in determining the product's price. Secondly, demand-oriented pricing. This price strategy emphasizes that in the production and operation process, the product's price is based on the demand of the target market and fluctuates accordingly as the product's demand changes. When the target market demand is high, the product's price is relatively high; when the target market demand is low, the product's price is relatively low. Thirdly, competition-oriented pricing. This price strategy emphasizes that in the production and operation process, the product's price is based on the prices of competitors in the same industry in the market, and the price of the same product is the basis for pricing by market competitors (Johnsen, 2020). For enterprises, formulating corresponding price strategies based on industry conditions is closely related to brand image, product sales, and profits. Pricing involves brand positioning and competitive advantages, and products with brand value and competitive advantages can obtain higher brand premiums. Marketing decision-makers need to understand consumer demand for products and establish different pricing systems across different channels. Enterprises must deeply study consumer needs and enhance product competitiveness, by increasing brand value and providing consumers with more added value, thereby formulating corresponding pricing systems to obtain higher profits. Enterprises' price strategies should flexibly utilize payment terms, payment timing, credit, and other factors, thus more dynamically formulating price strategies that meet the needs of market operations (Chen & Zhu, 2018).

## (3) Place Strategy

A channel refers to the pathway or process through which products or related services are delivered from enterprises to consumers, including distribution routes, storage, transportation, and venues. Different marketing channels will influence consumers' purchasing behaviors, thereby affecting the sales volume of enterprises. Therefore, enterprises should choose the correct marketing channels. Pant (2005)

believed that in a fiercely competitive market environment, enterprises should broaden their channels to ensure greater access to consumers, as this will lead to more sales opportunities once consumers have been exposed to the products. Fill (2000) suggested that enterprises should combine their resources, such as human, financial, and material assets, and appropriately integrate direct and indirect channels to ensure market control capabilities. Direct channels allow enterprises to engage more directly with end-users and consumers, enhancing their sensitivity and control over the market. Through indirect channels, enterprises may face entrusted agency risks, and channels can easily be converted by competitors.

The direct sales model allows IKEA to connect with consumers, grasp their needs, and adapt its product strategy and service quality. IKEA conducts direct sales through its retail stores and home furnishing exhibition halls, offering offline experiences and purchase services. This direct sales model helps IKEA maintain autonomy over product design and pricing while providing customized and personalized services. IKEA has also established an online sales platform that offers online shopping, home furnishing design, delivery, installation, and other services. The online sales platform helps expand sales channels, improve shopping convenience for customers, and strengthen brand influence. With the proliferation of the internet and e-commerce, IKEA has intensified its investment in online channels by collaborating with e-commerce platforms such as Amazon and Taobao to expand online sales channels, increasing sales and brand awareness (Dragičević, 2020; Katsikeas et al., 2020).

#### (5) Promotion Strategy

Promotion refers to the communication activities employed by enterprises to engage with customers and consumers through various information carriers. In a broader sense, promotion encompasses marketing, advertising, public relations, and more. Promotion strategy is based on the actual needs of target consumers, presenting enterprise products through multiple promotional methods to consumers, thereby facilitating the achievement of the enterprise's sales objectives. Gasovic (2021) believed that promotion encompasses the carriers and methods used to communicate with consumers, reaching out to target consumers through various channels to create emotional resonance. The primary media today include traditional media such as television and radio, but considering the diverse economic conditions, lifestyles, occupations, and ages of consumers, the main media channels accessed by different subgroups will vary. Anderson (2017) suggested that younger consumers with higher education levels primarily engage with new media such as the mobile internet, necessitating corresponding adjustments in enterprises' promotion strategies. Whether the promotional methods are appropriate determines the effectiveness of an enterprise's resource utilization. Enterprises need to pursue minimal input for maximal output, influencing brand building and sales growth for their products.

Since its inception, IKEA has advocated the business philosophy of "providing a wide range of beautiful, practical, and affordable home furnishing products for the

masses." This philosophy has profoundly influenced the formulation and implementation of its promotion strategy. By segmenting the market, IKEA has targeted its customer base as young middle-class individuals, especially those who pursue fashion and prioritize quality of life. This precise market positioning enables IKEA to concentrate resources, engage in product design and promotional activities, and achieve differentiated competition. Through precise market positioning, innovative product design, efficient supply chain management, and an experiential shopping environment, IKEA has successfully attracted several consumers and established a strong brand influence globally (Dragičević, 2020; Song et al., 2017).

## **2.3 Company Profile**

IKEA, founded in a rural area of Sweden, began as a small mail-order company and has now grown into a global home furnishing brand, providing people with affordable, well-designed, and comfortable products.

IKEA was founded by Ingvar Kamprad in 1943, initially selling low-priced items such as pens, wallets, picture frames, decorative tablecloths, watches, jewelry, and nylon socks. As the business grew, IKEA began to introduce furniture into its product line. Eventually, the company decided to stop producing all other items and focus solely on creating affordable furniture. Today, IKEA is the world's largest furniture and home furnishing company.

IKEA offers a wide range of beautiful, practical, and affordable home furnishing products that are well-designed, fully functional, and inexpensive, making them deeply loved by consumers. IKEA adopts a global procurement model, establishing multiple procurement trade zones and distribution centers worldwide. This procurement model enables IKEA to obtain high-quality raw materials and products at lower costs. IKEA sells its products directly through retail stores, home furnishing exhibition halls, and online sales platforms. Additionally, IKEA employs a franchising model, authorizing partners to open branches. These sales strategies collectively constitute an important part of IKEA's global marketing network. IKEA focuses on experiential and digital promotion, engaging with consumers through various channels such as showrooms that simulate real-life scenarios, catalogs, and social media, enhancing brand awareness and customer loyalty.

IKEA has hundreds of stores and thousands of suppliers worldwide, making it one of the largest home furnishing suppliers in the world. Its brand influence is significant, reflected not only in product quality and design but also in its distinct business philosophy and corporate culture.

IKEA's development in China has been rapid, with multiple stores opened on the Chinese mainland. Simultaneously, IKEA has established multiple procurement trade

zones and distribution centers in China, with China's procurement volume accounting for a significant proportion of IKEA's global procurement. IKEA's success in the Chinese market is not only due to its high-quality products and services but also to its deep understanding and precise positioning of the Chinese market.

## 2.4 Conceptual Framework

This study examines the international marketing strategy for IKEA Group's Products. It identifies the factors that influence this strategy and ultimately develops an integrated analytical framework aimed at enhancing these influencing factors for IKEA Group's international marketing efforts. The model is illustrated in Figure 2.1.

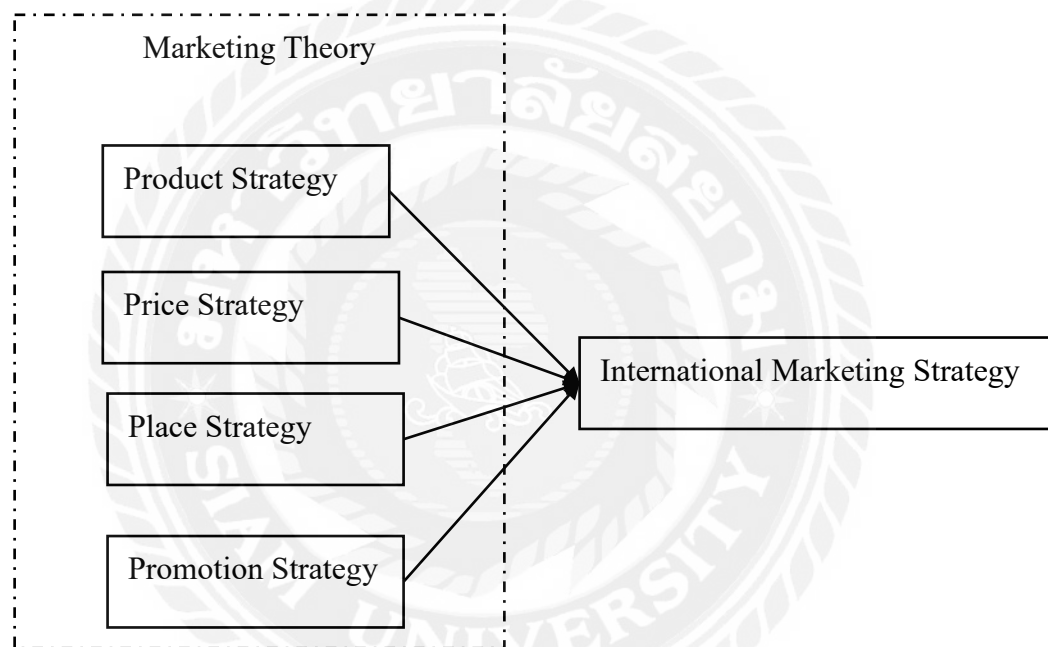


Figure 2.1 Conceptual Framework

## **Chapter 3 Research Methodology**

### **3.1 Research Design**

IKEA is a multinational corporation with a significant history and strong presence in the global furniture and home furnishing market. The international marketing strategy of IKEA Group is essential for the company's global market expansion and competitiveness. This study aimed to thoroughly analyze IKEA Group's international marketing strategy, identify the key factors that influence it, and provide insights and lessons for other businesses seeking international growth.

This research was based on a questionnaire survey, combined with quantitative analysis, to conduct a comprehensive and in-depth examination of IKEA Group's international marketing strategy. The research process included questionnaire design, data collection, data analysis, and interpretation of results.

The questionnaire covered four aspects: product strategy, price strategy, place strategy, and promotion strategy, aiming to comprehensively reflect the implementation of IKEA Group's international marketing strategy. Using a Likert five-point scale, the questionnaire was distributed online to IKEA's customer base. This study employed quantitative analysis methods to analyze the collected questionnaire data. Specific methods included descriptive statistical analysis, correlation analysis, and regression analysis. Through these analytical methods, the specific impacts of the four variables (product strategy, price strategy, place strategy, and promotion strategy) on the implementation effectiveness of IKEA Group's international marketing strategy were revealed, and suggestions and countermeasures for the international development of other enterprises were proposed.

### **3.2 Population and Sample**

The main objective of the research on IKEA Group's international marketing strategy was to examine the factors influencing this strategy. The goal was to provide valuable insights and lessons that can aid other enterprises in their international development efforts. The research target of this study was the IKEA product membership group, which comprises customers with diverse characteristics of gender, age, income levels, and educational backgrounds. The sample randomly selected from IKEA members with the assistance of various stores, was used to represent the population for research and analysis. In this study, the sample was randomly selected through the online survey platform WenJuanXing, where questionnaires were distributed. To ensure the stability and reliability of the research results, a sample size of 400 was chosen.

### 3.3 Hypothesis

This study aimed to validate the specific impacts of product strategy, price strategy, place strategy, and promotion strategy on IKEA Group's international marketing strategy through factorial analysis, providing theoretical support and practical guidance for optimizing the international marketing strategy. Therefore, the following hypotheses were proposed in this study:

H1: Product strategy has a significant effect on the international marketing strategy for IKEA Group's Products.

H2: Price strategy has a significant effect on the international marketing strategy for IKEA Group's Products.

H3: Place strategy has a significant effect on the international marketing strategy for IKEA Group's Products.

H4: Promotion strategy has a significant effect on the international marketing strategy for IKEA Group's Products.

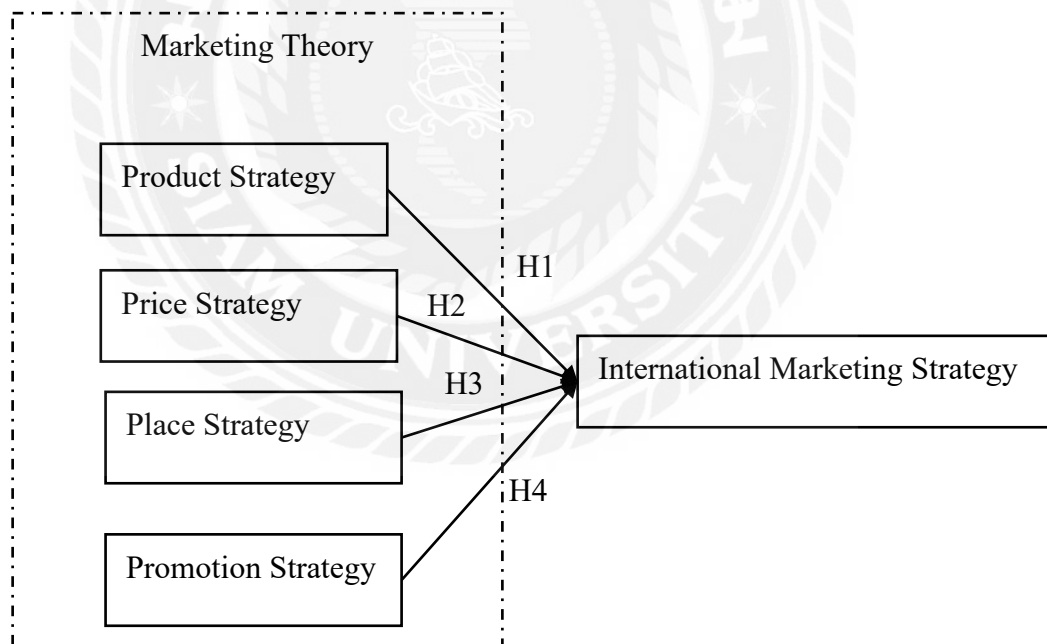


Figure 3.1 Hypotheses

### 3.4 Research Instrument

The framework of this questionnaire design is primarily based on marketing theory. For the product strategy dimension, we investigate aspects such as product positioning, product diversity, product quality, product innovation, and product

environmental protection philosophy. For the price strategy dimension, we explore price competitiveness, price positioning, price elasticity, price promotions, and price transparency. In terms of place strategy, we investigate channel layout, channel selection, channel integration, channel innovation, and channel partner collaboration. For the promotion strategy, we focus on promotional activities, promotional messaging, promotional methods, promotional approaches, and promotional effectiveness. In developing an international marketing strategy, six key aspects must be considered: the effectiveness of the strategy, accurate market positioning, consumer reach, international recognition, continuous innovation, and flexibility.

The questionnaire consists of a total of 30 items, which can be divided into two major parts based on the differences in item types:

The first part contains 4 questions, which are mainly set based on the personal basic information of the respondents, including gender, age, income level, and education level.

The second part contains 26 questions specifically designed to address the factors influencing IKEA Group's international marketing strategy. Corresponding items are set from the five dimensions of product strategy, price strategy, place strategy, promotion strategy, and international marketing strategy. The specific items are shown in Table 3.1.

Table 3.1 Measurement Items

Influencing Factor	Measurement Item	NO.
Product Strategy	IKEA's product positioning is highly aligned with the demands of its target international markets.	1
	The diversity of IKEA products helps cater to the consumer needs of various international markets.	2
	The high quality of IKEA products is one of the crucial factors contributing to the success of its international marketing strategy.	3
	The continuous launch of new products and innovative designs by IKEA enhances its competitiveness in the international market.	4
	IKEA's environmental protection philosophy and sustainable design align with the preferences of international consumers for eco-friendly products.	5
Price Strategy	IKEA's pricing strategy makes it highly competitive in the international market.	6
	IKEA's price positioning well adapts to the consumption levels and purchasing power of its target international markets.	7
	IKEA is able to flexibly adjust its pricing strategy in	8



	response to the needs and changes in different international markets.	
	IKEA's price promotions effectively enhance its international brand awareness and attractiveness.	9
	The high transparency of IKEA's pricing enhances international consumers' trust and loyalty to the brand.	10
Place Strategy	IKEA effectively covers a wide range of international markets through its multichannel layout.	11
	IKEA's channel selection well matches the consumer preferences and shopping habits of its target international markets.	12
	By integrating different channel resources, IKEA achieves online-offline synergies, enhancing the effectiveness of its international marketing.	13
	IKEA continuously innovates its channel models, improving the shopping experience for international consumers.	14
	IKEA's cooperation with local channel partners helps it deeply penetrate international markets and enhance its brand influence.	15
Promotion Strategy	IKEA's international promotions are highly attractive stimulating international consumers' purchasing interest.	16
	IKEA's promotional information effectively enhances its international brand awareness and recognition.	17
	IKEA's promotions well target the consumer needs and preferences of its target international markets.	18
	IKEA enhances interaction and engagement with international consumers through innovative promotion methods.	19
	IKEA's promotions contribute significantly to the growth of its international market share.	20
International Marketing Strategy	IKEA's international marketing strategy is highly effective in its target markets, significantly boosting sales and brand awareness.	21
	IKEA's international marketing strategy accurately identifies and satisfies the segmented needs of different international markets, achieving precise positioning.	22
	IKEA's international marketing strategy fully considers cultural differences, successfully integrating into various international markets through localization strategies.	23
	Through diversified international marketing channels, IKEA effectively reaches and influences a broad range of international consumers.	24
	IKEA's international marketing strategy significantly	25

	contributes to the shaping of its brand image and the enhancement of its international recognition.	
	IKEA demonstrates continuous innovation in its international marketing strategy and is able to flexibly respond to market changes and challenges.	26

### 3.5 Reliability and Validity Analysis of the Scale

#### 3.5.1 Questionnaire Reliability Analysis

Table 3.2 Reliability Test

Item	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's Alpha
Q1	0.723	0.804	0.858
Q2	0.755	0.854	
Q3	0.728	0.845	
Q4	0.798	0.872	
Q5	0.792	0.841	
Q6	0.774	0.824	0.841
Q7	0.787	0.813	
Q8	0.767	0.824	
Q9	0.757	0.834	
Q10	0.795	0.861	
Q11	0.781	0.835	0.887
Q12	0.737	0.877	
Q13	0.728	0.833	
Q14	0.781	0.874	
Q15	0.737	0.887	
Q16	0.749	0.834	0.838
Q17	0.766	0.837	
Q18	0.785	0.874	
Q19	0.776	0.873	
Q20	0.757	0.871	
Q21	0.795	0.847	0.857
Q22	0.733	0.887	
Q23	0.777	0.877	
Q24	0.774	0.835	
Q25	0.781	0.871	
Q26	0.784	0.873	

Reliability analysis is a statistical process that reflects the degree of the measured

characteristic based on the consistency or stability of test scale results. The more unified the test results, the stronger the representativeness of the data to the whole, and the higher the reliability. Through reliability analysis, we can assess whether the questionnaire design is reasonable and make corrections to avoid classification errors. Cronbach's alpha evaluates the internal consistency of test items. A higher Cronbach's alpha value indicates a higher degree of consistency among items. When the reliability coefficient of a sub-scale is above 0.7, the reliability coefficient of the questionnaire is considered good; when it is between 0.6 and 0.7, it is also acceptable; when the reliability coefficient of the overall scale needs to reach above 0.8, it indicates good overall reliability.

In this study, Cronbach's Alpha was adopted as an indicator to measure the reliability of the questionnaire. A Cronbach's Alpha value greater than 0.8 indicates that the scale is reliable. The closer the Cronbach's Alpha value is to 1, the higher the reliability of the measurement results and the smaller the error. Through data analysis, Cronbach's Alpha values for the influencing factors of product strategy, price strategy, place strategy, promotion strategy, and international marketing strategy are 0.858, 0.841, 0.887, 0.838, and 0.857, respectively. The internal consistency of the questionnaire is good, and the reliability is high, as shown in Table 3.2.

### **3.5.2 Questionnaire Validity Analysis**

The KMO (Kaiser-Meyer-Olkin value) compares the simple correlation coefficients and partial correlation coefficients between variables, ranging from 0 to 1. The KMO value should be greater than 0.7, and a KMO value of 0.9 or above indicates that the data on the scale is "very suitable" for factor analysis. Survey data shows that the overall KMO value is 0.836, with a significance level of 0.000, which is less than 0.05 and reaches a significant level, indicating that factor analysis can be conducted. This study employs Confirmatory Factor Analysis (CFA). According to the factor analysis results of the variables, the cumulative explanatory rates of the influencing factors of product strategy, price strategy, place strategy, promotion strategy, and international marketing strategy are 86.324%, with significance levels greater than 0.5. This indicates their suitability for factor analysis. The factor analysis yields four valid factors: product strategy, price strategy, place strategy, and promotion strategy.

Through CFA, all question items are classified into four dimensions. Factor analysis of the dependent variable yielded five question items with characteristic values greater than 1, aligning with the original topic classification. Additionally, the factor loadings of each measurement item in the questionnaire are all greater than 0.5, and the discriminant validity between dimensions is good, indicating good independence among the dimensions. This suggests that the overall validity of the questionnaire is good.

Table 3.3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.836
Bartlett's Test of Sphericity	Approx. Chi-Square	2635.58
	df	124
	Sig.	0.000

### 3.6 Data Collection

This study selected members of the IKEA Group as the research subjects, with data collection conducted from October to November 2024. The questionnaires were distributed and collected primarily through the online platform WenJuanXing, with online recovery of the questionnaires. A total of 400 questionnaires were distributed. During the questionnaire recovery process, the research team conducted rigorous checks to eliminate invalid questionnaires, including those that were incomplete or showed obvious inconsistencies. A total of 336 valid responses were recovered, resulting in an effective questionnaire recovery rate of 84.0%. Descriptive statistical analysis was performed on the recovered valid questionnaires. During this process, the research team collected substantial data, allowing for a thorough analysis of the factors influencing IKEA Group's international marketing strategy.

### 3.7 Data Analysis

#### 3.7.1 Descriptive Statistics

The software used for descriptive statistics included Excel and SPSS. Statistical analyses of the sample's demographic characteristics were conducted using these tools, including calculations of mean, standard deviation, percentages, and assessments of normal distribution, kurtosis, and skewness values. Descriptive statistics provided fundamental support for further data analysis.

#### 3.7.2 Factor Analysis

Exploratory factor analysis was conducted on the survey data using SPSS to extract common factors and determine the common dimensions of the influencing factors of international marketing strategy. The reliability and validity of the constructed model were established, providing a theoretical basis for improving the system of influencing factors of international marketing strategy.

#### 3.7.3 Multiple Regression

In this study, the multiple regression analysis served as a comprehensive and in-depth exploratory approach, significantly enhancing the dimensionality and accuracy of the research. By utilizing the multiple regression analysis, this study overcame the limitations of univariate model analysis, not only enriching the content and hierarchy of the research but also improving its accuracy and practicality. This provided strong support and guidance for enhancing international marketing strategy.



## Chapter 4 Findings and Discussion

### 4.1 Findings

#### 4.1.1 Demographic Characteristics of Participants

Table 4.1 Descriptive Statistical Analysis of Participants

Item	Options	Frequency	Percent%
Gender	Male	135	40.2
	Female	201	59.8
Age	Under 25 Years Old	31	9.2
	26-40 Years Old	144	42.9
	Above 40	161	47.9
Income	Below 3000	15	4.5
	3001-6000	56	16.7
	6001-10000	91	27.1
	10001-20000	121	36.0
	Above 20000	53	15.8
Education	High School and Below	20	6.0
	Undergraduate	110	32.7
	Master's Degree	124	36.9
	Others	82	24.4
Total		336	100.0

The male proportion is 40.2%, indicating that male consumers constitute an important market for IKEA products. The female proportion is 59.8%, showing that female consumers have higher participation in purchasing IKEA products, which may be related to the fact that purchasing decisions for home decor and daily necessities are often dominated by women.

Consumers under 25 years old account for 9.2%. This group may have a relatively low demand for IKEA products due to their lack of economic independence or unstable lifestyles. Individuals aged 26 to 40 constitute 42.9% of IKEA's core consumer group. People in this age bracket usually have established families and have higher demands for household items. Those over 40 years old account for 47.9%. They are also an important market for IKEA products, as they may have higher expectations for the comfort and functionality of their home environments.

Regarding income, those earning below 3000 yuan account for 4.5%. Those earning 3,001-6,000 yuan make up 16.7%, and represent a potential market for IKEA products, with their purchasing power increasing as their income rises. The income bracket of 6,001-10,000 yuan accounts for 27.1% and is one of the core markets for

IKEA products, as consumers in this range tend to focus more on cost-effectiveness when purchasing household items. Those earning between 10,001 and 20,000 yuan make up 36.0% of the sample, representing a significant segment for IKEA products. This group has the financial capacity to purchase high-quality and well-designed household items. Those earning above 20000 yuan account for 15.8%. Although this group has strong purchasing power, they may prefer high-end or luxury brand products.

Members with a high school education or below account for 6.0%. This group may have a limited understanding of home decor and design due to their educational backgrounds. Individuals with a bachelor's degree make up 32.7% of the population and represent a significant market for IKEA products. Those with a master's degree account for 36.9% and are one of the core markets for IKEA products, as they usually have higher aesthetic and functional requirements for their home environments. The "other" category, accounting for 24.4%, may include consumers with different educational backgrounds such as Ph. D.s and vocational training, and their demand for IKEA products may vary based on personal interests and needs.

In summary, when formulating international marketing strategies, IKEA Group should fully consider the influence of gender, age, income, and education to develop more precise and effective market strategies. As shown in Table 4.1.

#### 4.1.2 Correlation Analysis

In the study of IKEA Group's international marketing strategy, the following data analysis was conducted:

Table 4.2 Correlation Between Variables (Pearson Correlation Matrix)

	Product Strategy	Price Strategy	Place Strategy	Promotion Strategy	International Marketing Strategy
Product Strategy	1				
Price Strategy	.643**	1			
Place Strategy	.665**	.753**	1		
Promotion Strategy	.642**	.754**	.736**	1	
International Marketing Strategy	.643**	.725**	.764**	.742**	1

The correlation between product strategy and international marketing strategy is 0.643, indicating a high degree of correlation between them. Product strategy serves as the foundation for international marketing strategy, as factors such as product adaptability and localization can influence its acceptance in international markets.

The correlation between price strategy and international marketing strategy is 0.725, indicating a high degree of correlation. Price strategy is particularly crucial in international marketing, as economic levels, consumption habits, and competitive environments in different countries and regions can affect pricing strategies.

The correlation between place strategy and international marketing strategy is 0.764, reflecting a high degree of correlation. Place strategy plays a role in international marketing, as distribution systems and logistics conditions in different countries and regions can impact product sales and distribution.

The correlation between promotion strategy and international marketing strategy is 0.742, demonstrating a high degree of correlation. Promotion strategy is an essential component of international marketing strategy, as promotional activities can help increase brand awareness, promote sales growth, and enhance consumer trust and loyalty towards the product.

From the above analysis, it can be seen that IKEA Group's product strategy, price strategy, place strategy, and promotion strategy are highly correlated with international marketing strategy. This suggests that when formulating an international marketing strategy, it is necessary to comprehensively consider the mutual influence and synergistic effects among these strategies.

#### 4.1.3 Multiple Regression Analysis

Analyzing the factors influencing IKEA Group's international marketing strategy reveals key conclusions from the regression analysis results.

Table 4.3 Multiple Regression Analysis

Item	Unstd. B	Std. Beta	t	Sig.	VIF	F
C	0.765		7.163	0.000		43.54 ***
Product Strategy	0.720	0.731	6.650	0.000	1.124	
Price Strategy	0.645	0.628	6.691	0.000	1.353	
Place Strategy	0.673	0.634	6.624	0.000	1.251	
Promotion Strategy	0.635	0.642	6.687	0.000	1.343	
R Square	0.761					
Adjusted R Square	0.772					



The standardized regression coefficient (Std. Beta) for product strategy is 0.731, indicating a significant positive impact of product strategy on international marketing strategy. The standardized regression coefficient for price strategy is 0.628, suggesting that price strategy is also an important positive influencing factor. The standardized regression coefficient for place strategy is 0.634, showing a positive impact of place strategy on international marketing strategy. The standardized regression coefficient for promotion strategy is 0.642, indicating that promotion strategy similarly has a positive impact on international marketing strategy.

The significance levels of all independent variables are 0.000, far below the usual significance level, suggesting that the effects of these independent variables on international marketing strategy are statistically significant. The Variance Inflation Factor (VIF) values for all independent variables are less than 2, indicating that there is no serious multicollinearity among the independent variables. The R Square (coefficient of determination) is 0.761, indicating that the independent variables in the model can explain 76.1% of the variability in the dependent variable. The Adjusted R Square (adjusted coefficient of determination), which considers the impact of the number of independent variables on the model's explanatory power, is 0.772, still relatively high, suggesting that the model has a good fit.

In summary, product strategy, price strategy, place strategy, and promotion strategy are important factors influencing IKEA Group's international marketing strategy. These factors all have significant positive impacts on international marketing strategy, and the model overall has good explanatory power and fit. To improve the international marketing strategy, the company can focus on these aspects.

Therefore, based on the data analysis results, product strategy has a significant effect on the International Marketing Strategy for IKEA Group's Products, supporting Hypothesis 1; Price strategy has a significant effect on the International Marketing Strategy for IKEA Group's Products, supporting Hypothesis 2; Place strategy has a significant effect on the International Marketing Strategy for IKEA Group's Products, supporting Hypothesis 3; Promotion strategy has a significant effect on the International Marketing Strategy for IKEA Group's Products, supporting Hypothesis 4.

## **4.2 Discussion**

### **4.2.1 Product Strategy Has a Significant Effect on the International Marketing Strategy for IKEA Group's Products**

Product strategy encompasses aspects such as product design, functionality, quality, branding, packaging, positioning, and product line. For multinational

corporations like IKEA Group, product strategy not only influences domestic market performance but also plays a crucial role in international markets.

Product strategy determines whether products are suitable for the consumer demands of target international markets. IKEA needs to ensure that its product design, functionality, and quality align with the consumer preferences of different countries and regions. Localization adjustments of products are an important consideration when entering new markets, guided directly by product strategy. Product strategy contributes to shaping and strengthening IKEA's brand image. A clear, consistent product strategy that meets international consumers' expectations can enhance IKEA's brand recognition and loyalty. The design and quality of products directly influence consumers' perceptions of the brand, thereby affecting their purchasing decisions in international markets.

In summary, product strategy has a significant impact on IKEA Group's international marketing strategy. It not only determines the adaptability and competitiveness of products in international markets but also influences the formulation of branding, pricing strategy, place strategy, and promotion strategy. When developing an international marketing strategy, IKEA must consider the significance of product strategy and make flexible adjustments based on the characteristics of various markets.

#### **4.2.2 Price Strategy Has a Significant Effect on the International Marketing Strategy for IKEA Group's Products**

Pricing strategy is a crucial element of a company's marketing mix, as it directly influences a product's market competitiveness, profitability, and consumer purchasing decisions. A reasonable price strategy can enhance a product's competitiveness in international markets. By setting attractive prices, IKEA can attract more consumers and expand its market share. In different international markets, IKEA needs to formulate price strategies based on local economic levels, consumption capacity, and price sensitivity to ensure its products' competitiveness.

Price strategy not only affects product sales but is also directly linked to IKEA's brand image. A stable and reasonable price strategy can shape IKEA's brand image as one of high quality and cost-effectiveness. Price strategy is an important means for IKEA to respond to changes in market demand. By adjusting prices, IKEA can flexibly adapt to changes in market demand and meet consumers' diverse needs.

Price strategy directly impacts IKEA's profitability and cost control. In international markets, IKEA needs to comprehensively consider factors such as product costs, logistics costs, tariffs, as well as the impact of currency exchange rate fluctuations in different countries and regions on costs, to formulate and adjust its price strategy.

In summary, price strategy has a significant impact on IKEA Group's international marketing strategy. It is not only related to a product's market competitiveness, brand image, and profitability but also influences the formulation of market demand response and promotion strategy.

#### **4.2.3 Place Strategy Has a Significant Effect on the International Marketing Strategy for IKEA Group's Products**

Place strategy is a crucial component of a company's marketing mix, determining how products reach their end consumers. It directly influences the reach and penetration of IKEA's products in international markets. By selecting appropriate distribution channels, IKEA can ensure that its products reach consumers in target markets and meet their purchasing needs. In international markets, IKEA needs to flexibly choose various channel models such as direct sales, distribution, and online sales based on factors such as consumer purchasing habits, distribution systems, and logistics conditions in different regions, to maximize market coverage and penetration.

Place strategy also affects IKEA's brand image and consumer perception. By partnering with renowned retailers, distributors, or e-commerce platforms, IKEA can leverage its brand influence and distribution channel advantages to enhance consumer awareness and trust in IKEA's products. Place strategy is of great significance for IKEA in terms of cost control and efficiency improvement in international markets. By optimizing distribution channels, reducing logistics costs, and improving sales efficiency, IKEA can lower product costs and enhance profitability.

In summary, place strategy has a significant impact on IKEA Group's international marketing strategy. Through efforts in selecting suitable distribution channels, optimizing cost control, improving sales efficiency, and maintaining market responsiveness, IKEA can achieve better sales performance and brand influence in international markets.

#### **4.2.4 Promotion Strategy Has a Significant Effect on the International Marketing Strategy for IKEA Group's Products**

Promotion strategy is a vital component of a company's marketing mix, where various promotional tools such as advertising, discounts, giveaways, and events are utilized to increase product awareness and sales, as well as to strengthen consumer recognition and loyalty towards the brand.

Promotion strategy can elevate the international profile of the IKEA's brand through various promotional means, such as advertising and social media marketing. This helps attract more potential consumers and increase their understanding and

interest in IKEA products. By developing targeted promotion strategies, IKEA's can differentiate itself from competitors in international markets.

Promotion strategy directly contributes to sales growth. By offering promotional pricing, giveaways, and other incentives, companies can stimulate consumers' purchasing desires, enhancing their willingness and frequency of purchase. Furthermore, the promotion strategy can also boost consumer loyalty to IKEA by providing a superior shopping experience and after-sales service.

In summary, promotion strategy has a significant impact on IKEA Group's international marketing strategy. By developing targeted promotion strategies, IKEA can enhance brand awareness, strengthen market competitiveness, promote sales growth, improve consumer loyalty, and adapt to market changes.

Table 4.4 Hypothesis Test Results

NO.	Hypothesis	Result
H1	Product strategy has a significant effect on the International Marketing Strategy for IKEA Group's Products.	Supported
H2	Price strategy has a significant effect on the International Marketing Strategy for IKEA Group's Products.	Supported
H3	Place strategy has a significant effect on the International Marketing Strategy for IKEA Group's Products.	Supported
H4	Promotion strategy has a significant effect on the International Marketing Strategy for IKEA Group's Products.	Supported

## **Chapter 5 Conclusion and Recommendation**

### **5.1 Conclusion**

When examining the factors influencing IKEA Group's international marketing strategy, it is clear that product strategy, price strategy, place strategy, and promotion strategy play a significant role. This conclusion is of great significance in understanding the key elements of IKEA Group's international success, optimizing its international marketing strategy, and providing insights for the international development of other enterprises.

The product strategy encompasses various aspects such as the organizational structure, operational processes, and cross-cultural communication in the global market. During its internationalization process, IKEA Group has continually optimized its management system to adapt to changes in the market. The price strategy is crucial for the implementation of IKEA Group's international marketing strategy. It serves as a vital safeguard for the success of IKEA Group's international marketing strategy for its products. The place strategy reflects the core competitiveness of IKEA Group globally. Its brand advantage aids IKEA Group in expanding its business and increasing its market share in the global market. The promotion strategy is the key driving force for the sustained development of IKEA Group's international marketing strategy. By introducing advanced technology, optimizing production processes, and expanding into emerging markets, the company can continuously drive upgrades in its products and services to meet the diverse needs of global customers.

### **5.2 Recommendation**

(1) Strengthen Professional Expertise and Enhance Product Research and Development

In studying the factors influencing IKEA Group's international marketing strategy for products, it is crucial to strengthen professional expertise and enhance product research and development.

IKEA should regularly organize product managers and R&D personnel to participate in professional training courses covering market analysis, product design, supply chain management, and other areas. Employees are encouraged to engage in self-directed learning, with learning resources such as online courses, professional books, and industry reports provided to help them keep up with market and technological trends. The company can establish innovation incentive mechanisms to motivate employees to propose innovative ideas and solutions. Holding competitions and seminars can promote communication and cooperation among employees, jointly

driving technological innovation. Enterprises should establish cross-departmental collaboration mechanisms, such as project teams and cross-departmental meetings, to ensure information sharing and collaborative work among different departments.

Enterprises need to deeply understand the needs and preferences of consumers in different countries and regions, obtaining user feedback through market research, user interviews, and data analysis. Product design and functionality should be adjusted based on user needs to ensure that products meet consumer expectations. IKEA should continue to adhere to its unique product design style, such as simplicity, naturalness, and practicality, while focusing on product quality and durability. IKEA needs to invest more resources in product research and development, including the research and application of new materials and technologies, to enhance product performance and competitiveness.

Strengthening professional expertise and enhancing product research and development are key to IKEA Group in the international market. Through continuous training and learning, establishing innovation mechanisms, strengthening cross-departmental collaboration, and implementing a user-demand-oriented product research and development strategy, IKEA will be able to continuously improve its technical expertise and product research and development capabilities, providing consumers with higher-quality, practical, and competitive home furnishing products.

## (2) Enhance Price Management and Establishing Reasonable Pricing

IKEA should establish a comprehensive price monitoring system to track real-time price fluctuations of similar products in the international market and the pricing strategies of competitors. Through data analysis, the company can promptly detect abnormal price fluctuations and provide data support for adjusting pricing strategies. Meanwhile, enterprises should formulate clear pricing processes and standards to ensure the rationality of pricing decisions. By optimizing supply chain management, improving production efficiency, and reducing procurement costs, enterprises can effectively control product costs and regularly conduct cost accounting and analysis to provide a reliable basis for pricing.

Enterprises can utilize cost-plus pricing to determine product prices. This involves adding a reasonable percentage of profit to the cost of the product to establish the selling price. While this method is simple, it requires adjustments based on market demand and competitive conditions. IKEA can enhance the added value of its products by improving product design, functionality, and quality, thereby formulating reasonable pricing. As consumer demands change, IKEA should continuously adjust its pricing strategies to adapt to market demands. Through market research and data analysis, IKEA can gain insights into consumer purchasing behaviors and preferences, providing a basis for adjusting pricing strategies.

Enhancing price management and establishing reasonable pricing strategies are crucial for the IKEA Group in the international market. By establishing a price monitoring system, optimizing pricing processes, strengthening cost control, and formulating reasonable pricing strategies, IKEA will be better equipped to address the challenges and opportunities of the international market.

### (3) Opt for Trendy Advertising and Keep Abreast of E-commerce Channels

IKEA should delve deeply into the consumer needs and preferences of its target markets, encompassing their lifestyles, aesthetic values, and shopping habits. By conducting market research and analyzing data, the company should identify themes and styles for trendy promotions to capture consumers' attention. IKEA can leverage emerging media channels such as social media and short video platforms for creative advertising and interactive marketing. Simultaneously, the enterprise can collaborate with renowned designers, artists, or lifestyle influencers to launch co-branded or limited-edition products, enhancing its premium brand image.

IKEA can forge emotional connections with consumers by sharing the stories behind its founders or the brand. By integrating social responsibility and sustainable development concepts into the brand, IKEA can elevate its social image. The company can organize themed promotional events, new product launches, or home design seminars to attract consumers' attention and participation. Additionally, by utilizing virtual reality (VR) or augmented reality (AR) technology, IKEA can provide consumers with immersive shopping experiences.

IKEA should continuously enhance the user experience and shopping convenience of its e-commerce platforms, including its official website and mobile applications. The IKEA website can offer extensive product information and images, along with detailed purchase guides and after-sales service policies. Online sales can incorporate intelligent recommendation systems that suggest suitable products based on consumers' shopping histories and preferences. IKEA can actively collaborate with e-commerce platforms such as Amazon and Tmall to expand its online sales channels. Furthermore, IKEA can leverage the social commerce model to promote and sell products through social media platforms.

Adopting trendy promotional strategies and staying abreast of e-commerce channels are vital tactics for IKEA Group to enhance its brand influence and market share in the international market. By insights into consumer needs, innovating promotional methods, strengthening brand storytelling, and creating imaginative marketing activities, IKEA can attract more consumers' attention and affection. Meanwhile, by optimizing e-commerce platforms, expanding online sales channels, strengthening logistics and after-sales services, and leveraging big data and artificial intelligence technologies, IKEA can better meet consumers' shopping needs, thereby enhancing its brand competitiveness and market share.

#### (4) Innovate Promotional Methods and Develop Personalized Promotional Plans

IKEA should strengthen the integration of online and offline promotions. By combining its online store with physical stores, IKEA can leverage online channels such as social media, the official website, and mobile apps for pre-promotion and advertising to attract consumer attention. IKEA can set up interactive experience zones in physical stores where consumers can personally try out products, while also combining online discounts to facilitate purchasing decisions. IKEA can plan promotional activities based on holidays, seasons, or specific themes (such as environmental protection, health, etc.) to create a unique shopping atmosphere and attract consumers to participate and purchase related products through thematic decorations, product combinations, and special discounts.

IKEA can utilize social media platforms to launch interactive activities such as lotteries, check-in challenges, and product showcases to increase consumer engagement and brand exposure. Stores should establish emotional connections with consumers, using interactions to understand their needs and preferences, which can provide a basis for formulating personalized promotional plans. IKEA can collaborate with other brands or industries to jointly launch co-branded products or limited-time discount activities. Through cross-border collaborations, IKEA can broaden its sales channels and attract more potential consumers. IKEA should prioritize optimizing its membership system to provide members with more exclusive discounts and value-added services. IKEA can offer personalized services to customers by providing customized home design consultations and matching suggestions to help consumers better select suitable home furnishing products.

When innovating promotional methods and formulating personalized promotional plans in the international market, IKEA Group should focus on innovations in online-offline integration, thematic promotions, interactive marketing, and cross-border collaborations. Meanwhile, through consumer portrait analysis, customized discounts, membership system optimization, and personalized services, IKEA Group can provide personalized promotional plans for different consumer groups. These strategies will help enhance IKEA Group's brand influence and market competitiveness, promoting sales growth.

### 5.3 Further Study

The future outlook of this research is mainly reflected in two aspects:

Future research needs to consider issues from multiple perspectives. A comprehensive analysis of one's product market and current marketing situation, combined with theoretical analyses, should be conducted to provide scientific suggestions for the formulation and implementation of international marketing strategies. This not only has certain guiding significance for IKEA's international



marketing activities but also serves as a reference for the overseas expansion of other similar enterprises and even the development of the foreign trade industry.

Research should incorporate a variety of examples or mathematical models for demonstration purposes. Mathematical models should be utilized to prove that the suggestions for the formulation and implementation of international marketing strategies are feasible, thereby enhancing the feasibility and practicality of the research conclusions. This can guide enterprises in strategy formulation and implementation, truly possessing practical significance. In conducting research, the latest empirical analyses should be employed to propose international marketing strategy suggestions that align with the characteristics of the times.



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## Appendix

Dear Sir/Madam,

Thank you for your participation in this questionnaire survey. The survey will be conducted anonymously, and your relevant information will be kept confidential. Thank you again for your cooperation.

### Part I :

1. Gender?                      A Male              B Female
2. Age?                          A Under 25 years old                      B 26-40 years old  
C Above 40
3. Income?                      A Below 3000              B 3001-6000  
C 6001-10000              D 10001-20000              F Above20000
4. Education?                      A High School and Below              B Undergraduate  
C Master's Degree              D Others

**Part II :** Please judge to what extent you agree with the following statement; choose the most appropriate option, and mark the corresponding number " √ . " The questionnaire used a Likert scale, ranging from 1 to 5 in which one indicates strongly disagree (or strongly disagree), two indicates relatively disagree (or relatively disagree), three indicates neutral, four indicates relatively agree (or relatively agree), and five indicates strongly agree (or strongly agree)

Measuring item	1	2	3	4	5
<b>Product Strategy</b>					
IKEA's product positioning is highly aligned with the demands of its target international markets.					
The diversity of IKEA products helps cater to the consumer needs of various international markets.					
The high quality of IKEA products is one of the crucial factors contributing to the success of its international marketing strategy.					
The continuous launch of new products and innovative designs by IKEA enhances its competitiveness in the international market.					
IKEA's environmental protection philosophy and sustainable design align with the preferences of international consumers for					

eco-friendly products.					
<b>Price Strategy</b>					
IKEA's pricing strategy makes it highly competitive in the international market.					
IKEA's price positioning well adapts to the consumption levels and purchasing power of its target international markets.					
IKEA is able to flexibly adjust its pricing strategy in response to the needs and changes in different international markets.					
IKEA's price promotions effectively enhance its international brand awareness and attractiveness.					
The high transparency of IKEA's pricing enhances international consumers' trust and loyalty to the brand.					
<b>Place Strategy</b>					
IKEA effectively covers a wide range of international markets through its multichannel layout.					
IKEA's channel selection well matches the consumer preferences and shopping habits of its target international markets.					
By integrating different channel resources, IKEA achieves online-offline synergies, enhancing the effectiveness of its international marketing.					
IKEA continuously innovates its channel models, improving the shopping experience for international consumers.					
IKEA's cooperation with local channel partners helps it deeply penetrate international markets and enhance its brand influence.					
<b>Promotion Strategy</b>					
IKEA's international promotions are highly attractive, stimulating international consumers' purchasing interest.					
IKEA's promotional information effectively enhances its international brand awareness and recognition.					
IKEA's promotions well target the consumer needs and preferences of its target international markets.					
IKEA enhances interaction and engagement with international consumers through innovative promotion methods.					
IKEA's promotions contribute significantly to the growth of its international market share.					
<b>International Marketing Strategy</b>					
IKEA's international marketing strategy is highly effective in its target markets, significantly boosting sales and brand awareness.					
IKEA's international marketing strategy accurately identifies and satisfies the segmented needs of different international markets, achieving precise positioning.					
IKEA's international marketing strategy fully considers cultural					

differences, successfully integrating into various international markets through localization strategies.					
Through diversified international marketing channels, IKEA effectively reaches and influences a broad range of international consumers.					
IKEA's international marketing strategy significantly contributes to the shaping of its brand image and the enhancement of its international recognition.					
IKEA demonstrates continuous innovation in its international marketing strategy and is able to flexibly respond to market changes and challenges.					

