

Research Document

Developing a Recruitment campaign for IKEA.



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01

Chapter

Introduction

IKEA offers a wide range of well designed, functional home furnishing products with the affordable prices. During the time it has been existed IKEA built a very strong consumer brand with 100% awareness. However, according to the data of several surveys this percentage drops below 30% when it comes to their reputation as an employer.

With that IKEA's main goal is to increase its employer brand awareness, in particular for the specific target group. The target audience is high-educated people (3rd-, 4th-year students, recent graduates or people with the experience less than 2 years) with a logistics background. They search for people, who value company culture above salary, people who are looking for interesting jobs with great career opportunities and also people who love to innovate and with that will bring value to the company.

The main reason why IKEA needs these people for the particular department is that they feel a gap within this part of the organization, while other companies have a larger network in the logistics department. In general, with a particular campaign IKEA hopes to, first of all attract the target group. Involve them in the recruitment process, which is very essential. Show that there are a lot more career opportunities that they think there are. Also give them to understand that IKEA has a wide range of various tasks and differ-

ent ways to develop them not only within the logistics field.

MAIN QUESTION

How can we improve the IKEA Employer Brand, increase its brand equity and generate more interest in a career at IKEA among high-educated logistics students and graduates?

Sub-Questions

- _ What is IKEA's mission and vision?
- _ What is IKEA's culture?
- _ What is the structure of the logistics department?
- _ What are the job requirements for the logistic department?
- _ What is the main problem at IKEA regarding recruitment and branding?
- _ What are the recruitment strategies IKEA has now?
- _ What is the target group?
- _ What are the needs and wants of the target group?
- _ What is the percentage of unemployed people within the target group?
- _ Do they plan to work in logistics after graduation?
- _ Which job specialities would they like to get in to?
- _ What do they think about IKEA as an employer?

- _ Do they want to work for IKEA?*
- _ Do they see the opportunity of a career growth within the IKEA?*
- _ What is a brand?*
- _ What is a brand identity?*
- _ What is employer branding?*
- _ Which types of media are used within these campaigns?*
- _ What are touchpoints?*
- _ Why advertise?*
- _ What is the power of interactive advertising?*
- _ What is the similarity with traditional advertising?*
- _ What are the most important points of advertising?*

02

Chapter

Research Methods

Desk Research.

Obviously all the available data was used. We used a lot of material that has been given to us by IKEA. We have received two booklets, Leading Business & People Together and The IKEA Concept. We have also spend a lot of hours in the library searching for books on employer branding, advertising etc. And of course, the Internet with its hundreds of useful articles, interesting videos helped us a lot.

Field research.

Interviews:

- // with present IKEA employers
- // with the Target group

During the desk research we found lots of information, but to find out some particular things such as structure of logistics department or what the target group wants from their future employer we also conducted a few interviews. At the first place we had couple of meetings with Colinda and also Mandy. They gave us an insight of the recruitment process itself, the job requirements for the particular position and also how should the perfect candidate look like. Interviewing managers we knew about the requirements. However, to better understand the tasks that people perform at the logistics department and also to feel the culture of IKEA from the 'inside' we interviewed Jeroen Karssen, the deputy logistics manager

of IKEA Haarlem. He really inspired us with his story. Also the details of the working process will help us a lot in the future.

With regards to the target group who could be better aware of the needs and wants of the target group rather than the target group itself. For this reason we spent one week in Leeuwenburg, the part of the Hogeschool van Amsterdam where all the students from logistics department conduct their studies. Surely, the interviews gave us many useful information and good in-depth answers about the target group, but it was really hard to reach them because all of them have their internships right now. So we interviewed 5 students who studied different fields of logistics (Airport/Seaport Logistics, Supply Chain Networks, Event Management and Health Care Logistics) for the third or for the fourth year.

Questionnaires:

- // via Social Media (Facebook)
- // hands-outs

To fill in the gap with the shortage of the interviews we also developed a questionnaire. We approached logistics students straight before the class and asked them whether they could help us in our research and an answer a few questions in a written form. Moreover, we sent over 200 questions on Facebook asking to fill in the questionnaire (also we gave them a brief

explanation what is our research about), but unfortunately we got only one sufficient respond.

Observations

To get more inspiration we visited the IKEA store itself. To watch the processes in their 'nature atmosphere" and it would be wrong not to mention that it is really hard to watch somebody working because it was really hard to find somebody. With that we made sure that all the working processes are thoroughly hidden so you kind see anything even if you try really hard.

EXPECTATIONS

During the research we have noticed a few things that are crucial for us to research.

- _ IKEA's main requirements for employees;*
- _ IKEA's employer brand awareness among the target group;*
- _ Possibility of the Dutch labor market to provide companies with the relevant number of graduates within the logistics field of studies;*
- _ Recruitment strategies that could be used to reach and attract new employees;*
- _ Other specific tools that could be used to reach our goal (gamification, storytelling).*

03

Chapter

Research Results

EXECUTION

We hope that in the future all our findings will help us to come up with a solution that will help IKEA to increase its employer brand awareness and attract people who can add value to the company. Below you can see the main findings of our research.

IKEA's mission and vision

The research we have done on IKEA's mission/vision, history and culture is mainly for ourselves. With this information we can better understand IKEA as a company and what they stand for.

IKEA Vision

"To create a better everyday life for the many people".

(The IKEA Concept, 2011)

So in short, the vision of IKEA aims to provide better daily life for everyone regardless of their financial status and also give them a value for their money by focusing on cost-consciousness throughout the entire organization.

"IKEA was founded when Sweden was fast becoming an example of the caring society, where rich and poor alike were well looked after. This is also a theme that fits well with the IKEA vision. In order to give the many

people a better everyday life, IKEA asks the customer to work as a partner, for example by assembling the furniture yourself we are able to offer it at a low price. The product range is child-friendly and covers the needs of the whole family, young and old. So together we can create a better everyday life for everyone."

(IKEA.COM, 2012)

What we can take from this is that one of the most important parts of IKEA's vision is 'commitment to the people'. IKEA is the perfect example of a company that prioritizes their customers well-being. One of the main reasons behind this is that they believe that *"Customer involvement helps keep prices low"*.

The relationship between IKEA and the customer is expressed as:

"You do your part. We do our part. Together we save money".

Mission/Business idea

"We shall offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them".

(The IKEA Concept)

This is actually the IKEA business idea and the means to achieve this are:

_ through rational range and product development,

and by designing products based on production conditions.

- _ through a rational distribution idea in combination with a caring meeting with the many people.
- _ through strict cost-consciousness in all areas.

IKEA's corporate culture

IKEA is originally Swedish and therefore they have based their culture on Swedish values. The company was born in Småland. A part of southern Sweden where people are famous for working hard and use their heads to make the best possible use of the limited resources they have. As written on the IKEA website this way of doing things is at the heart of the IKEA approach to keeping prices low. Important is that quality is not compromised for the sake of cost. The following statement from the homepage of the 'Work at IKEA' website for (potential) employees. Shows that the business culture at IKEA centers on responsibility and collaboration. It is all about achieving goals as a devoted and passionate team.

"Corporate Social Responsibility; result-oriented, cost-conscious and innovatory thinking; teamwork, informal culture and coaching leadership. These are a few examples of the IKEA culture. Do you recognize yourself in these concepts? Then you know what it is like to represent something. To feel a passion for your trade, and to completely devote yourself to it."
(IKEA.COM, 2012)

It is obvious that IKEA greatly depends on her employees for the entire success of the organization. The employees are hired based on the outcome of their job interview and their enthusiasm. It is also important that they share the same values of the IKEA Culture and fit in with the company and other employees. Once they start working at IKEA their behavior and how they act is shaped by the values of IKEA. This is also clearly stated in the IKEA manual, 'The IKEA Concept. To quote: "Values, norms and informal rules are strong and ever-present elements that create identity, togetherness and strength among IKEA co-workers worldwide. These values form the IKEA culture." Every employee will then set up a personal plan on how they want to develop themselves further, so it is important that future employees are undertaking and ambitious persons. To the side you can see a so-called 'word cloud' that represents the most important concepts of the IKEA Culture.



Figure 1. "The most important concepts of the IKEA culture"

The structure of the logistics department

IKEA is the world's largest home furniture retailer, but while other stores have separate warehouses, the IKEA store is at the same time its warehouse. One of the key elements that ensure high sales, high level of availability of goods for the customers is definitely the efficient and smooth flow of goods within IKEA. A large amount of goods come in and out of each IKEA store and the task for the logistics department is to organize them and find ways how keep track of them. To manage these tasks, IKEA employs logistics personnel at its stores.

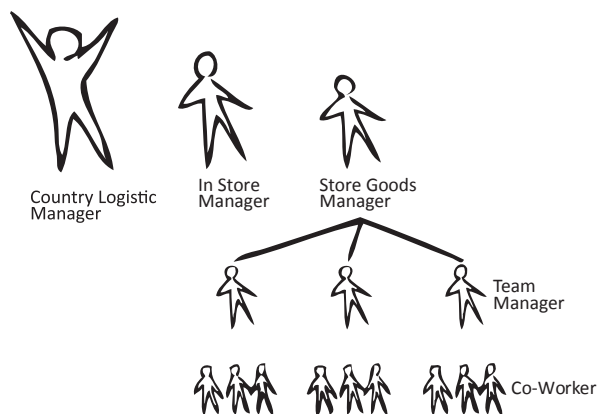


Figure 2. Structure of Ikea personnel

- _ The country manager is responsible for optimizing all logistical operations in all the stores in the country.
- _ The in-store logistics manager responsible for the ordering process, while store goods manager responsible for material handling logistics.
- _ The co-workers support their department with the help and support of their team managers. The goal for co-workers is to monitor and record all the goods, sort and separate them to the proper sales areas or locations of the stock.

Such a structure allows IKEA to manage all the goods in a fast and certain way.

The job requirements for the logistic department

To be able to manage all the tasks at the logistics department, IKEA is looking for people who will not only create an added value for the company and bring ideas and innovation. But also people who are able to find a quick solution, have a strong team spirit, professionalism and the willingness to work hard and learn.

Moreover, one of the specifications of this job is the fact that an employee should be able to switch easily from one department to another and will be able to adapt quickly. These switches help to understand what is essential in other departments and can often lead to an innovative solution that will make processes run even more smoothly. (the detailed job description for this particular position can be found in the attachments in the end of the document).

The main problem at IKEA regarding Recruitment and Branding

IKEA has an employer image-related problem that they asked us to research and think of a solution for. Their image as a store is very strong, almost a hundred percent of the consumers know the store in the Netherlands and besides this they also have a very strong position in the market. But when it comes to their image as an employer they are far behind; less than 30% is familiar with IKEA as an employer and the fact that they are really engaged with their employees.

The main reason for this problem is that IKEA lacks a strong connection with their potential future managers and specialists when they are still studying or graduating. They also lack the network that could connect them to these prospective employees. So our solution has to focus on establishing that strong connection with their potential employees and expanding their network.

The target group

As we have learned from the interviews with Colinda Dijkstra, the head recruitment team of IKEA the Netherlands, and Mandy Kouwenhoven, the recruiter of logistical talent at IKEA Netherlands, the target group consists of people who are in the third or final year of their studies or have recently graduated and are actually new to the working field. The ideal candidate would range from twenty to twenty eight years of age. IKEA especially wants to invest in targeting graduates from different backgrounds and in particular managers and specialists in logistics.

Situation on the labor market

Labor market (unemployment in the Netherlands)

In the second quarter of 2012, the number of students in regular education seeking a job increased nearly 25 percent compared to the same period in 2011 (to 64 thousand). Also what concerns graduates, they are finding it much harder to find a job.

The unemployment rate amongst recent MBO and HBO graduates has doubled over the past 3 years. For instance, in 2008 3,2 percent of vocational college (MBO) graduates were unemployed, while last year this figure was at 7 percent. Among graduates with a university diploma, unemployment increased from 4 to 7,9 percent over the same period.

(Eurostat. 2012. European Commission Eurostat. 19 September 2012. <http://epp.eurostat.ec.europa.eu/portal/page/portal/eurostat/home/>).

Labor market (logistics)

There is a list of Universities in the Netherlands who offer logistics studies. The list could be found in the "Attachments". The studies vary from the General Logistics to logistics in the specific fields, i.e. Statistics, Probability and Operations Research.

As you can see from the list there are a lot of logistical studies in the Netherlands. However, the demand from the labor market for skilled logistics is greater than the outflow of logistics graduates from college and university courses.

The shortage of higher education in logistics is mainly caused by:

1. A lack of new students into college and university training logistics
2. Leakage in the flow of HBO students to the university, for example, from HBO logistics education to WO General Business
3. Leakage in the field

However, the number of students that actually choose a logistics career after their logistics training is quite high.

Conclusion

During the past few years the percentage of unemployed students has greatly increased. Regarding to the IKEA's problem it points that with a suitable solution it won't be a problem for IKEA to reach and to attract the target group. According to Colinda Dijkstra, 60 specialists should be hired for the logistics department annually and to find these people approximately 1 000 job applications should be processed. The statistics which are above show that IKEA has a wide field of action and has enough 'working material' on the local market.

Needs and Wants of the Target Group

Interviews/Questionnaires

But what do those students really want to find searching for the job placement?

In order to better understand the actual needs and wants of the target group we developed couple of interviews and a questionnaire. We used this questionnaire in two ways:

_ via the Internet

We sent more than 200 questionnaires through the Social Media (Facebook) and also via the e-mails.

_ in person (handouts)

We went to Leeuwenburg, the part of the Hogeschool of Amsterdam, where the logistics department is situated. We approached logistics students straight before the class and asked them whether they could help us in our research and an answer a few questions in a written form. Below listed the questions we used for the questionnaire.

Questions:

1. How old are you?
2. Which kind of specific field are you following right now?
3. Can you tell me what appeals you the most within this specific field?
4. Do you have any working experience with logistics work? Could you tell me something about it?
5. Are you currently employed?
6. a) Could you describe how you found your current/last job?
6. b) Did you use any media to find this job? Which kind of media?
7. Could you describe your dream job? How would it look like (within the field)?
8. What is the main reason to work somewhere (salary/bonuses/company culture/etc.)?
9. a) Which companies are the most popular to work or do an internship for?
9. b) Why are these companies so popular?
10. Have you considered IKEA as a future place of work? Why?

Besides the questionnaires we have conducted a few personal interviews. Unfortunately most of all students from the target group have their internships this semester so it was really hard to reach them. However, we interviewed 6 people. Those Interviews were very helpful, because besides the standard questions we could ask a follow-up questions, reacting to the answers the respondents gave us.

Results

The course of Logistics at HvA is divided into two dimensions - Business and Human Logistics. Business logistics is divided into Supply Chain Net-

works and Airport/Seaport Logistics while Health Care Logistics and Event Management fall under Human Logistics.



Figure 3. The structure of the logistics department at Hogeschool van Amsterdam

Considering job specialties, in which students want to be involved in after graduating, it is hard to highlight the most popular. 100% of all respondents are really enthusiastic in logistics and chose these studies, because they found them attractive. Though, we have noticed the tendency that the most important thing for them is not the particular field but instead the diversity of work that they could perform after the graduating.

Some example answers to the question:

What appeals the most to you in the field of logistics?

- "A lot of work opportunities"
- "Diversity of work"
- "Dynamics of the work"

To find out the needs and wants of the target group we included a question about the dream job and also asked students to sort by importance the factors such as salary, company culture, personal development, etc.

As it was mentioned before, students chose these studies, because they were really interested in this field. So basically, working in logistic field is their dream job. A lot of students consider it a great field to develop themselves, bring innovations to companies they work for. They are absolutely against the routine work or office 9 to 5 workdays.

What concerns the most important factors within the job, first place was shared between salary and company culture. Students appeal them the most when they are looking for the job. However, a lot of students also mentioned that things such as personal development, career opportunities are also very important. They still want to learn during working process and are eager to face the challenges their future employer is going to give them.

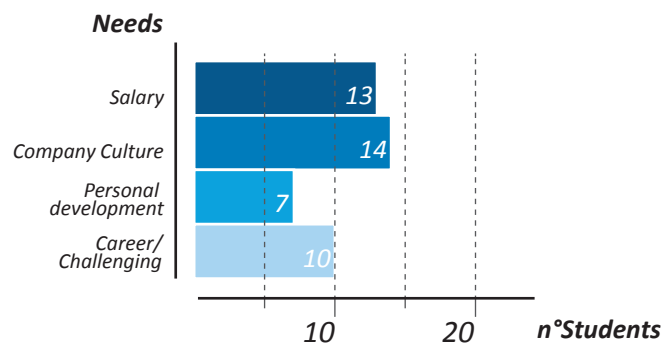


Figure 4. Students' values in the job searching process

But how do they really look for a job? Among 24 students we have interviewed 42% said that the most frequent tools they use are the Internet and various kinds of Social Media. The other popular answers were answers like “via-via” (personal network, both online and offline), mentioned by 25% of the respondents. However, this answer was not that popular comparing to different job fairs. Some people also mentioned newspapers and special magazines, but the numbers of these answers were not really significant so we decided not to take them into account.

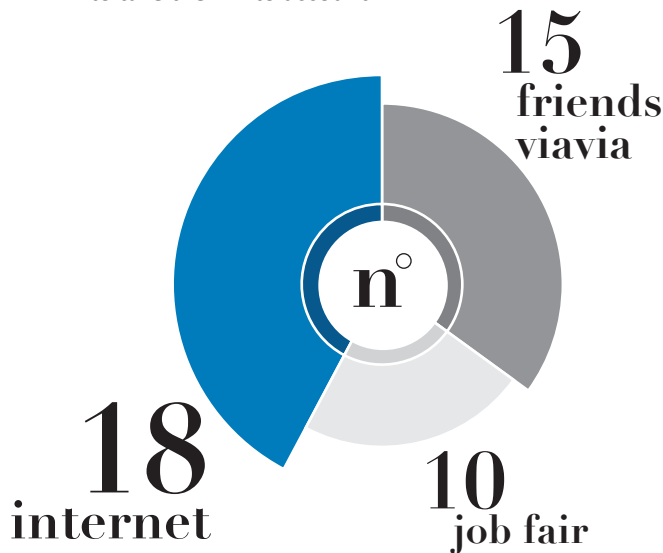


Figure 5. Tools used by students to find the job

The image of IKEA as an employer

Without a doubt, all the students were familiar with IKEA. However, the answers on this particular topic vary. Almost 40% of respondents showed big interest in IKEA and considered it as a large company with a lot of different opportunities within the logistics field and also a great place where you can develop yourself.

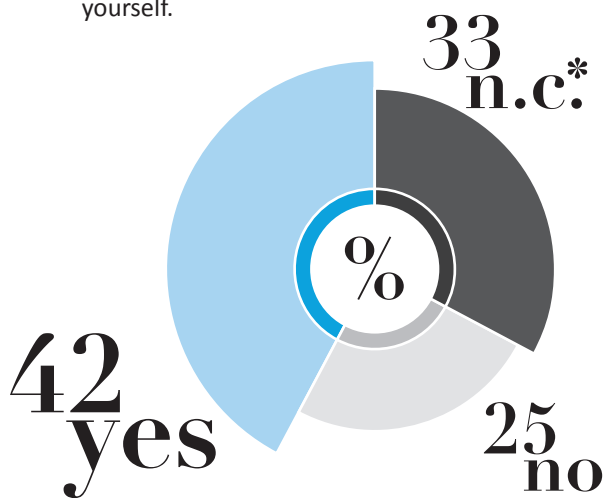


Figure 6. Awareness of Ikea

There also was a group of people who believed that IKEA is a great place to work, but never considered it as a future employer. The only argument about it was

the fact that they were in another field of studies, i.e. a student with Airport/Seaport Logistics would prefer to work at the airport, regulating the traffic on the runway rather than in the store.

Nevertheless, some students gave negative answers based on different excuses. Some people said IKEA was too big for them, some people just mentioned that it was not attractive for them to work there. However, there were two reasons that should be taken into account:

1. “IKEA is a very stable company. I want a challenge and at IKEA everything is so perfectly developed that there is no need of people who need to make decisions quickly”;
2. “I like to attend job fairs and all the internships I had I found over there. I have never considered IKEA as an employer, but I think if I saw IKEA’s stand at such a fair I would totally be interested in it”.

All in all, the main challenge for us to overcome is to find solution how to interest people in IKEA, show them the opportunities they could have, but also to find a suitable way how to reach these people.

With the figure below we wanted to show IKEA, where their needs meet with the needs of the students. If they do not meet we see this as a task that needs to be solved.

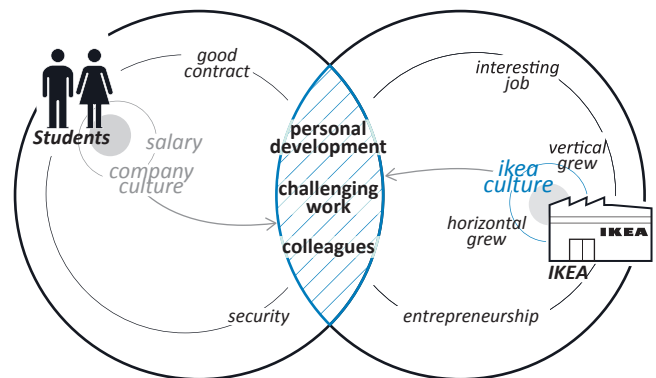


Figure 7. Matching Needs

Conclusion

Students who are looking for challenging work or a place where they could develop themselves and grow within the field (and not only in the logistic department) do not really think of IKEA as a suitable employer. We consider that the problem is that the target group does not actually know how it all works at IKEA.

In the next parts we want to show which methods could be used to change the present image of IKEA as an employer in the minds of the target group.

GAMIFICATION

One of the methods we want to use to open up the logistic world of IKEA to the target group is through gamification. Gamification is a method used to make non-gaming activities more interesting for a target group, especially younger people. If applied correctly gamification will acquaint the users with the subject. This usually results in earning virtual rewards that will enhance the image of that subject in their eyes. This method is very interesting if you want to reach your target group through social media and enthusiast them to become more engaged with your company, product or service.

Activity

Result



Employ **game mechanics** to non-game activities



Increase engagement levels between two parties.



Provide **rewards** to encourage users to stay engaged



Players obtain a greater sense of accomplishment

Figure 8. Process of gamification

Below we have described the case of Nike+ which is a successful example of a campaign that thrives on the elements on gamification.

Nike +



Figure 9. Nike + and smartphone App

What is it?

Employ game-mechanics to non-game activities.
Show instant, in-run information
Logs complete run history

What does it do?

Increase engagement levels between two parties through an online community
Create an online platform that connects everything

through pc and smartphone

How do you increase that engagement?

Integrated in Facebook to share everything with your friends

Provide rewards to encourage users to stay engaged.

Power of gamification.

Challenge yourself and friends to beat each others scores, times and distances

This element of competition increases engagement and the user gets a greater sense of accomplishment.

What's the use of gamification?

Users get acquainted with the industry while earning rewards in a virtual world and sharing their accomplishments with their own network.

Conclusion

The power of gamification comes down to this: it taps into the competitive fires we all have and as we play a game, we become more engaged, feel a greater sense of accomplishment and are more willing to go the extra mile in connecting with 'our' company, product or service. And because of our progress, we continue to increase our engagement with them and most important; stay engaged.

STORYTELLING

Storytelling is a great tool to share ideas, knowledge and emotion between people by using a media rich story that engages the audience and therefore builds relations between them. It creates a more engaged bond with its audience because of the concept of interactivity. Storytelling is a method that can be applied in almost any working sector; it is very diverse and engages the audience in a media rich way.



Figure 10. Process of Storytelling

What is it?

Digital storytelling is a media rich way of telling a story. It can include interactivity with the audience.

What does it do?

It creates a more engaged bond with its audience because of the option of interactivity. Because digital storytelling is so media-rich various methods can be used to convey a story.

Power of digital storytelling.

Digital storytelling is a method that can be applied in

almost any working sector, it's diverse and it engages the audience in a media rich way.

What's the use of digital storytelling?

It's a great tool to share ideas, knowledge and emotion between people by using a media rich story that engages the audience and therefore builds relations between them.

EMPLOYER BRANDING RESEARCH

Brand

Because competition gives an unlimited amount of choices, companies search for opportunities to distinct themselves and connect with customers on an emotional level. In this way they hope to be irreplaceable for the customers and build a long life relationship with them. A strong brand knows how to differentiate itself in a unique way. People fall in love with a brand, trust a brand and believe in it. How a brand is conceived defines the success of a brand.

Brands have three main functions:

_ Navigate:

brands help customers to make clear choice between one product or another.

_ Reassurance:

brands communicate the quality of a product or service so customers are reassured that they made the right choice.

_ Engagement:

associations so customers can identify themselves with the brand.

Brand identity

Brand identity is the tangible element of a brand. It appeals to the senses of a customer. You can see it, touch it, hold it and hear it. Brand identity ensures recognition, can differentiate from others and can make complex ideas accessible. Brand identity brings disparate elements together and gives them the same appearance so that they fit within a larger system.

Branding

Branding means that that you will differentiate yourself from others. A company does this by asking themselves the questions: Who are we? Who should receive the message? How does the target group come into contact with us? And why should they care?

Branding is a disciplined process which brand awareness is created and tries to win the confidence of a consumer. Branding is about seizing every opportunity to convince consumers why they should choose your brand above the other. The desire to lead, to outwit the competition and provide employees the best tools to reach consumers, are the biggest reasons why companies put effort in branding.

Employer Branding

Employer branding does not differ that much to regular branding. Employer branding means that a company wants to stand out from other companies towards potential employees. The main questions that a company needs to ask for an Employer Branding campaign are: Why do we provide a better or a more interesting working space than our competition? What are the benefits we offer to our employees? The brighter the answer, the clearer the message you can communicate to potential employees and thus a successful campaign.

Brand Strategy

An effective brand strategy has a clear central idea and where all expressions, actions and communication is based upon. The message must cooperate with the products, service and is effective over a longer period. The best brand strategies are so powerful that they differentiated and powerful that they leave the competition sideline. The brand strategy should be easy to talk about, if you're a CEO or an employee. A Brand Strategy builds on a vision, is in line with the business strategy, stems from the values and culture of a company and reflects a clear understanding of their customers' needs and perceptions. The Brand Strategy defines positioning, differentiation, competitive advantages and unique value proposition. Brand strategy is a guideline for everything.

Types of media used within these campaigns

The types of media that are used within a employer branding campaign are called touchpoints.

Touchpoints

A touchpoint is an opportunity to increase awareness and enhance customer loyalty. These touchpoints are, as you can tell by the name, visible and tangible.

Examples of these touchpoints are:

Social Media, Advertisements, Sales Promotion, Blogs, Direct mail, Public relations, Trade show, Word of mouth, Telephone, Networking, Presentations, Speeches, Employees, Products, Services, Vehicles, Billboards, Business Cards, Letterheads, Web banners, Publications, Voicemails, Emails, Proposals, Expositions, Packaging, Logo's, Newsletters, Websites.

The research on Employer Branding was taken directly from A.Wheeler. (2009). Design Brand Identity: a complete guide. Wiley

Employer Branding Suggestions

The most important thing with employer branding is to ask yourself the following questions. Why do we provide a better or a more interesting working space than our competition? What are the benefits we offer to our employees? The clearer the answer, the clearer the message you can communicate to potential employees and thus a successful campaign. 1 As with

a normal branding campaign, the employer branding should be in line with the brand of the company to build a long life relationship with the employee. 2 People fall in love with brands, trust them and believe in them. Because competition gives an unlimited amount of choices, a brand can offer reassurance to a customer that they made the right choice. As with employer branding, a good campaign can give the employee the insight why they should work at your company and convince them that they made the right choice.

can interact with the brand. Play around with it in a fun way. So people have the feeling that they are in control because they can make their own choices.

ADVERTISING RESEARCH

Why advertise?

To make the IKEA Employer Brand more well-known towards the target group and create a more strong connection between the potential employees and the company in an appealing and creative way. We have to open up the logistic world of IKEA and also show them that IKEA gives them a chance to speak their mind and have their own input right from the start; so at the first communication that they see which is often the advertisement.

The power of interactive advertising

The power of Interactive advertising is that it demands some form of immediate or ongoing response (Two-way relationship). People can interact or play with a brand. In this way people have the feeling that they are in control, because they can make their own choices.

Similarity with traditional advertising

As with traditional advertising, interactive advertising has the same basic task: to create ideas for brands that make people like them more.

Important points of advertising

Before you start making a new advertisement or campaign, it is important that you ask yourself: What do we want to communicate? Another key thing is that you just communicate one benefit. The ad should also be simple but yet clever and profound, because you have little time to grab the target group's attention.

ADVERTISING SUGGESTION

Interactive Advertising is about a advertisement or a campaign that is created using digital technology in which the communication demands some form of immediate or ongoing response. As with traditional advertising, interactive has the same basic task: to create ideas for brands that make people like them more. The power of interactive media is that people

04

Chapter

Conclusion

This research report shows our findings and answers to the most important research questions that are part of the main problem stated by our client, IKEA. The main problem is that their image as an employer needs to become better known. Especially, among high educated students in the logistic field. Of all the people that know IKEA's consumer brand only 30% is aware of the fact that IKEA is also a well appreciated employer that is continually concerned with the well-being of their employees and of course customers. An important cause why IKEA has little reach towards the students in the logistic sector is the fact that they have a smaller network that connects them to these students in comparison to other companies. So one of our main goals is to enlarge their network and create a better connection with this target group. The main problem question we came up with to solve this problem is: How can we improve the IKEA Employer Brand, increase its brand equity and generate more interest in a career at IKEA among high educated logistic students and graduates? This problem definition actually consists of three parts:

Improve the IKEA Employer Brand: To be more specific we want to make a more clear value proposition of what IKEA has to offer to its employees. Part of this solution should also focus on how to expand their network with the specific target group.

Increase its brand equity: By this we mean the value

of the brand on which the potential employees base their connection to the brand. They should really identify themselves with the values of IKEA and feel like they want to be part of the bigger picture. Generate more interest in a career at IKEA: Specifically this group of students actually don't know the benefits and opportunities that IKEA has to offer in this field of work, so by showing this we can make them more interested in looking at the possibilities and hopefully stimulate them to apply for a job or career at IKEA.

Through desk research and field research we have a better understanding in what needs to be done in order to come up with a solution. One of the requirements of the client is that the culture of IKEA returns in all communication and potential employees. Some of the important keywords that describe their culture: Result-oriented, Involved, Committed, Togetherness, Ambitious, Honest, Efficient and Cost-Conscious. Also, future logistic employees should have the willingness to speak and discuss their opinions on how to improve processes. And evenly important; be able to switch between departments and tasks to have a more clear understanding of the entire process. Eventually this will help smoothen the processes and generate innovative ideas. For this reason IKEA stimulates employees to work at different positions

and branches of the company and also improve their knowledge by developing themselves horizontally through activities such as seminars, courses and workshops.

To get a clearer image on what the target group thinks of IKEA as an employer we have done a number of interviews with logistic students. Some important findings that came out of these interviews were:

Almost 40% of respondents showed big interest in IKEA and considered it as a large company with a lot of different opportunities within the logistics field and also a great place where you can develop yourself.

There also was a group of people who believed that IKEA is a great place to work, but never actually considered it as a future employer.

Nevertheless, some students gave undesirable answers based on different excuses. Some people said IKEA was too big for them, some people just mentioned that it was not attractive for them to work there probably because they don't really have a concrete image of IKEA as an employer.

We also need to keep in mind that graduating students are finding it much harder to find a job.

Amongst recent MBO and HBO graduates, unemployment has doubled over the past 3 years, according to researchers at the University of Maastricht. So it is wise to emphasize the fact that IKEA employees are encouraged to be ambitious and that they have lots of opportunities to grow within the company, both national and international since IKEA is a multinational.

05

Chapter

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06

Chapter

Attachments

Interview Logistics Student (4th year)

Date: 27/09/2012

Name of student: Tom van Nieuwout

Age: 24

Can you tell me what aspects of logistics work appeals the most to you?

Logistics work at great events appeals me the most. I also would like to work with people. I don't like the idea of sitting behind a desk and don't meet or speak with a lot of people. And of course I like the very core of logistics, where you try to find the best and most efficient way of doing a process.

What kind of specific fields of work do you have within the study?

There are actually no specific fields where you can get a degree on. You can focus on specific theme's, but you have to do the research yourself. As I said, I focus myself on event management. For the rest, everybody has to know the exact same curriculum. Thereby Logistics is a very broad study.

Which kind of specific field are you following right now?

I try to focus myself on event management, but that's it.

Can you tell me what appeals you the most within this specific field?

I like to make roadmaps for very complex processes. And as I said, I would like to manage an event. Music festivals or events in big cities. To be more specific, I would like to manage large crowds of people. That they can safely can go from A to B without the danger that they will be crushed in the fuss. I also like to work with younger people or people of my own age.

Do you have any working experience with logistics work? Could you tell me something about it?

No not really. I just finished my internship and that's the only work experience I have got. The company where I did my internship was called Fabulous Shakers. It was a very small company, so that meant that I had a great responsibility. Which was kind a nice, but it also meant that I did not enough time to write my paper.

I also did a minor called Advies Bureau Duurzame Metropol. Our project assignment for the minor was to help the company Foodcentrum with the logistics in their warehouse. To arrange their goods as efficient as possible.

Are you currently employed?

No.

If not, are you planning to start a career within the

studied field?

Yes of course. I am hoping to stick with the company where I did my internship. If I can gain some work experience over there, than that would be very nice. But in the meantime I am always searching for a better option.

If yes, what kind of job are you willing to do? (planning/purchase/production/distribution/transport/warehouse/consultancy)

Something with event management for sure. But I think you cannot be picky to find a good job during the economic crisis. I also don't know which specific role I want to execute. My study is very broad so I have no idea about what every role involves and which I would like.

Could you describe how you found your current/last job?

I found my internship via the schools intranet. They always have a couple of suggestions on the site and that's where I found mine.

Which kind of Media or ways did u use to find a job?

Just everything that works. So I ask my classmates, search on the intranet. Use the internet and write some open applications. As I sad, during the economic crisis you cannot be picky about a job.

When you graduate which opportunities do you think you have?

I really don't know. It is very broad and my school doesn't give me any advice about this subject. So the next years I really want to focus myself on

Does the university provide graduates with the possible job placement opportunities?

No they only give you suggestions for internships and graduate projects.

Could you describe your dream job? How would it look like? (Within the field)

I like to make roadmaps for very complex processes. And as I sad, I would like to manage an event. Music festivals or events in big cities. To be more specific, I would like to manage large crowds of people. That they can safely can go from A to B without the danger that they will be crushed in the fuss. I also like to work with younger people or people of my own age.

What is the main reason to work somewhere?

The main reason for me personally would be the specific tasks I need to perform in a given company. If I have fun in doing them. After that if the culture of a company suits me personally. And of course the salary but that isn't the main issue.

What company, in your opinion, is the best to work

for? (within the field)

I have no idea. I do not have a very clear view on what I can do with my degree because the study is very broad.

Which of these companies are the most popular amongst students?

The study is very broad and it depends on the person. So I cannot give you any examples.

Have you considered IKEA as a future place of work?

No. I never considered IKEA as an employee. But who knows, maybe it's a good place to work. I should check it out.

Interview Logistics Student (4th year)

Date: 02/10/2012

Name of student: Laura Bleekers

Age: 22

Can you tell me what aspects of logistics work appeals the most to you?

Het proces en de mogelijke verbeteringen hierbinnen.

What kind of specific fields of work do you have within the study?

Algemene logistiek, warehouse logistic, binnen Technische bedrijfskunde

Which kind of specific field are you following right now?

Hoe kan je op een slimme manier, zoveel mogelijk verplaatsen tegen zo laag mogelijke kosten op een duurzame manier. Vooral het laatste aspect moet in mijn ogen meer aandacht krijgen.

Can you tell me what appeals you the most within this specific field?

Direct heb ik geen ervaring met logistiek.

Do you have any working experience with logistics work? Could you tell me something about it?

Ja, ik ben onlangs afgestudeerd. Ik heb het plan om nu een paar maanden te gaan werken, een half jaar in het buitenland te gaan werken om vervolgens een master te starten.

Are you currently employed? Could you describe how you found your current-last job?

Ik ben deels mogelijk blijven werken bij mij afstudeerbedrijf. Verder werk ik in een theater. Ik vind het balans tussen de creatieve en technische sector momenteel erg leuk en interessant. Deze banen kwamen mij aanwaaien. Ik heb hier geen media voor gebruikt. Voor een mogelijke baan in het buitenland zal ik zeker gebruik maken van media. Vooral internet en social media sites. Een ander belangrijk onderdeel is huidige netwerk.

Does the university provide graduates with the possible job placement opportunities?

Vanuit school worden er geen tot nauwelijks banen aangeboden.

Could you describe your dream job? How would it look like? (Within the field)

Mijn droombaan zal zeker niet eentonig zijn. Ik droom ervan om te werken bij een groot bedrijf en een of twee dagen les te geven op een hogeschool. Het lijkt mij fantastisch om mijn kennis te delen met de nieuwe generatie. Daarnaast lijkt het mij erg prettig om af en toe in een omgeving te zijn waar je lekker jong en jeugdig kan zijn en geënthousiasmeerd wordt door je

omgeving. Ik wil uitgedaagd worden, kans krijgen om verder te leren en iets toevoegen aan de organisatie. Ik vind het fijn om mensen te vertellen wat ze moeten doen en met ze meedenken over problemen.

What is the main reason to work somewhere?

De hoofdreden om ergens te werken is voor mij om uitgedaagd te worden, mijzelf verder te ontwikkelen, geaccepteerd te worden zoals ik ben, een omgeving met openheid en transparantie met leuke, gemotiveerde collega's.

What company, in your opinion, is the best to work for? (within the field)

Ik ben afgestudeerd bij Cofely en zie dit als een leuke werkgever.

Have you considered IKEA as a future place of work?

Gedurende mijn afstuderen heb ik ook nagedacht over IKEA. Ik vind het belangrijk dat mijn werkgever iets produceert, van niet iets maakt. Binnen dit proces verder denkt en zich wil onderscheiden en haar klant echt op een zet.

If yes, why?

Ja ik heb het zeker overwogen en zie ze ook zeker als een onwijs leuk bedrijf om komend half jaar stage te lopen wanneer ik een half jaar naar het buitenland wil. Helaas ben ik er achter dat dit allemaal minder makkelijk verloopt dan vooraf verhoopt. Ikea lijkt mij een ontzettend leuke werkgever omdat ik hun bewonder in hun eenvoud en doordachttheid. IKEA ken ik intern niet, maar dit is wat zij als bedrijf op mij uitstralen. Een bedrijf met een doel, dat verder wil en haar klant op een zet.

Interview Logistics Student (3rd year)

Date: 03/10/2012

Name of student: Daniel

Age: 23

Kan je me vertellen welke aspecten van de logistiek jou het meeste aanspreken?

Nou wat ik het leukste vind is toch wel de luchtvaart, dus het is binnen de mainports en de zeevaart zou ik ook wel leuk vinden. Maar de kanten van supply chain en evenementen vind ik ook zeker interessant. Maar de luchtvaart staat wel op nummer 1 eigenlijk.

Heb je al een specialisatie gekozen binnen de logistiek?

Ja als specialisatie heb ik gekozen voor Airport & Seaport Logistics.

Waarom deze specialisatie?

Omdat ik graag de luchtvaart in wil, dit sluit hier het beste op aan.

Welke processen hiervan trekken je het meeste aan?

Wat mij het meeste aantrekt zijn toch wel de processen rond de passagiers, dus het hele traject van binnenkomen via de treinen, bussen, door de hele luchthaven heen tot uiteindelijk bij de vliegtuigen.

Heb je al enige ervaring met werken in de logistieke sector?

Nee ik heb eigenlijk nog geen ervaring.

Ook niet met stages?

Ik heb stage gelopen maar niet binnen de logistiek.

Heb je op dit moment een baan?

Ja ik werk bij de Albert Heijn en bij een uitzendbureau, voornamelijk voor horecawerk.

Welke manieren/methoden/media gebruik je om uiteindelijk een baan te zoeken?

Ik hoop eigenlijk dat ik van m'n stage en afstudeerstage gebruik kan maken, dus dat daar iets uit voortkomt. Of dat ik daar mensen leer kennen via wie ik weer aan een baan kan komen, of via andere contacten. Ik heb voor m'n stage LinkedIn gebruikt dus dat wil ik weer proberen. En verder altijd natuurlijk eerst even door de reguliere vacatures kijken.

Welke andere mogelijkheden denk je te hebben wanneer je afgestudeerd bent?

Ik richt mij dus op de luchtvaart maar als dat niets wordt kan ik nog binnen mijn specialisatie bij de zeevaart terecht of bijvoorbeeld op een veilingterrein. En misschien nog in supply chain of evenement maar dat is een minimale kans aangezien dat niet mijn specialisatie is.

Wat is de hoofdreden om ergens te gaan werken?

Nou ik denk dat het belangrijkste is, dat ik de werkzaamheden leuk vind en dat er een goed potentieel is om door te groeien en mezelf te ontwikkelen. Verder vind ik de bedrijfscultuur ook wel belangrijk.

Heb je al enig idee van een bedrijf waar je wilt werken binnen een airport/seaport?

Ja ik zou het liefst bij Schiphol Groep werken. Ik vind passagiers het leukst en ACN is meer luchtvracht dus dat is meer een alternatief.

Ben je bekend met IKEA als werkgever voor logistieke functies?

Niet bekend. Ik kan mij er wel wat bij voorstellen maar heb er nog nooit specifiek naar gekeken.

Interview Logistics Student (4th year)

Date: 02/10/2012

Name of student: Sietse

Age: 24

Kan je me vertellen welke aspecten van de logistiek jou het meeste aanspreken?

De opleiding is zeg maar opgedeeld in vier specialisaties. Zorg en evenementen, deze vallen onder human logistics en daarnaast nog Airport/Seaport en Supply Chain Networks, deze vallen onder business logistics. En ik wil eigenlijk eerst iets met evenementen gaan doen, dit lijkt mij het leukst.

Maar daar kun je nog steeds naar uitstromen toch?

Ja maar dat heb ik niet gedaan want het aanbod viel een beetje tegen hier op school.

Wat heb je nu gekozen?

Airport/Seaport, daar volg je het meeste vakken in. Ik heb toendertijd gekozen voor evenementen gekozen maar dat bleek tegen te vallen en is niet heel erg groot in Nederland. Verder kun je dit ook goed leren in de praktijk. Er waren 8 klassen in evenementen en zijn nu nog maar 3 over.

Heb je al enige werkervaring met werk in de logistieke sector?

Ja qua evenementen heb ik bij een uitzendbureau gewerkt. Runner bij evenementen. En werk nu ook bij een logistieke dienstverlener op Schiphol.

En stage?

Nee, ik moet nog stage lopen.

Op welke manier ga je op zoek naar een stage?

Ik denk viavia wel, dus mensen die ik ken. De mensen van m'n huidige werk en natuurlijk via internet ook. Maar ik vind het aanbod te groot en vaak worden er eisen gesteld waar je aan moet voldoen en dat vind ik niet echt leuk. Via school zijn er ook contactpersonen die je kunnen helpen met een stage vinden.

Hoe ben je bij je huidige baan terechtgekomen?

Via het uitzendbureau.

Welke contacten vanuit school helpen je met een stage zoeken?

Vooraf leraren die contact hebben met het bedrijfsleven. En ik heb vorig jaar tijdens mijn minor ook veel contacten opgedaan die ik kan benaderen. Je kan ook aankloppen bij ACN, een overkoepelende organisatie voor logistieke bedrijven.

Heb je al een idee over wat jouw droombaan zou zijn?

Nee, geen flauw idee. Ik heb wel interesse in werken in het buitenland, dingen organiseren. Maar geen

specifieke bedrijfsfunctie. Ik zie wel wat er op mijn pad komt.

Worden er bedrijven aanbevolen om te gaan werken als logistiek student?

Ja op zich zit er bij ACN, een overkoepelend logistiek netwerk, veel goede bedrijven om te gaan werken. En aanbevelingen van leraren zijn ook erg nuttig maar dit gebeurt vanuit de leraar dus zij moeten jou wel geschikt vinden om je aan te bevelen bij een contact/bedrijf.

Wat is de hoofdreden om ergens te gaan werken?

Ik denk dat ik het belangrijkste vind om mezelf verder te ontwikkelen na mijn studie en daar ook in gestimuleerd wordt. Maar het is ook belangrijk om uitgedaagd te worden in mijn werkzaamheden. Verder vind ik werkomgeving, sfeer en fijne collega's ook belangrijk.

Ben je bekend met IKEA als werkgever?

Ik was een jaar geleden toevallig op zoek naar een bijbaantje. Maar de voorwaarden op de website stonden mij niet helemaal aan, zoals dat je bepaalde vaste uren moet werken ook 's avonds. Het leek mij leuk om er aan het werk te gaan maar werd wel een beetje afgeschrikt door de voorwaarden. Ik was meer op zoek naar iets flexibelers.

Job description logistics

Functienaam: TEAMMANAGER LOGISTIEK (38 uur)

Plaats: Amsterdam

Land: Nederland

Afdeling: Logistiek

Fulltime/Part-time: Fulltime

Dienstverband: Onbepaalde duur

Werkomgeving: Fast-moving retailomgeving.

Over de functie

Je ziet het voor je: de goederenstroom van IKEA. Complex. Uitdagend. En vooral: fast-moving. Als Teammanager Logistiek van Afhalen Goederen ben je, samen met je manager en je team, verantwoordelijk voor een eigen goederenstroom binnen IKEA. Coördineren, optimaliseren; dat is waar het op aankomt. Je doel is duidelijk: zorgen dat producten voor onze klanten beschikbaar zijn, tegen zo laag mogelijke kosten. Ben jij in staat snelle beslissingen te nemen? En kan je direct inspelen op ontwikkelingen binnen IKEA? Dan is dit je plek.

- _ HBO, met ervaring in logistieke processen.
- _ Eindverantwoordelijk voor eigen team van 15-20 collega's.
- _ Je legt verantwoording af aan: Logistiek Manager.
- _ Werktijden: tussen 5.00 en 24.00 uur, ook tijdens weekenden, koopavonden, vakanties, feestdagen.
- _ Jouw afdelingen werken tussen 05.00 en 24.00 uur.
- _ Onze IKEA-winkels verkopen 10.000 verschillende producten en zijn ongeveer 30.000 M2 groot. Jaarlijks ontvangen wij 2 miljoen bezoekers per winkel. Er werken ongeveer 5 teammanagers Goodsflow per winkel.

Je Taak

- _ Je plant, organiseert en bewaakt een eigen goederenstroom in de winkel. Jij zorgt dat klanten nooit naast een product grijpen.
- _ Je zet je actief in om de productiviteit te verbeteren. Daarbij ben je verantwoordelijk voor je personeel, flexibele arbeidsinzet en efficiënt goederenstroombeheer.
- _ Je geeft je manager input rondom logistieke capaciteitseisen, en je schrijft een businessplan en actieplannen voor de goederenstroom.
- _ Je zorgt dat jouw mensen zelfstandig kunnen werken door verantwoordelijkheid te delegeren.
- _ Je zorgt dat jouw mensen zelfstandig kunnen werken door verantwoordelijkheid te delegeren. Daardoor krijgt elk teamlid de kans om te groeien.
- _ Je werkt nauw samen met je collega's in het commerciële team, om met een succesvolle goederenstroom een hogere verkoop te bereiken.

Je Profiel

- _ Je hebt minimaal HBO-niveau, bij voorkeur in een logistieke richting.
- _ Je bent zelfstandig, gemotiveerd en 100% teamspeler. Juist ook in een groot team.
- _ Je kan doelen stellen voor anderen, geeft richting en follow-up.
- _ Je stelt prioriteiten en kan jouw werk en dat van anderen organiseren.
- _ Je bent geïnteresseerd in retail en logistiek en bent op je best in een hectische omgeving.
- _ Je bent toegankelijk en kan op alle niveaus effectief communiceren.
- _ Je kan mensen enthousiast krijgen voor je plannen.

Als Jij Groeit, Groeit Ikea

IKEA biedt een inspirerende werkomgeving in een internationale context. Een plek waar ondernemende mensen de ruimte te krijgen om te doen waar ze het beste in zijn. Het succes van IKEA staat. Maar het meeste werk moet nog gedaan worden. Als wereldwijd marktleider op het gebied van woninginrichting zijn er uitstekende mogelijkheden om samen met ons te groeien en je verder te ontwikkelen.

Arbeidsvoorwaarden

Ledereen heeft zijn eigen redenen om te kiezen voor een werkgever. Naast de primaire en secundaire arbeidsvoorwaarden vinden we ontwikkeling, de bedrijfscultuur en de werkomgeving ook heel belangrijk. Bij IKEA hebben we bijvoorbeeld een dertiende maand, onregelmatigheidstoelagen en volledige reisvergoeding voor het openbaar vervoer. Maar samenwerken, informele omgang en vernieuwend- en klantgericht denken horen ook bij arbeidsvoorwaarden. Net als doorgroeikansen buiten je eigen vakgebied, vestiging of land. Of passie, inspiratie en maatschappelijk verantwoord ondernemen. De functie is voor onbepaalde tijd. Binnen IKEA werken we met jaarcontracten. Bij goed functioneren hebben we de intentie om dit om te zetten naar een contract voor onbepaalde tijd. Bekijk waar IKEA voor staat, en of dit past bij wat jij belangrijk vindt.

Solliciteren

Herken je jezelf in bovenstaand profiel? En wil je meegroeien met het succes van IKEA? Solliciteer dan! Om een goede aansluiting met de vacature te bepalen, vragen we je een uitgebreide motivatie, plus een CV waarin je ook duidelijk je taken en verantwoordelijkheden omschrijft. Een integriteitcontrole via het waarschuwingsregister van de Stichting Fraude Aanpak Detailhandel is onderdeel van de sollicitatie procedure.

Disclaimer

_ Indien we voor de genoemde sluitingsdatum een geschikte kandidaat hebben gevonden, kan het zijn dat we de vacature eerder dan de vermelde sluitingsdatum van onze website verwijderen. Reacties die na sluitingsdatum via mail binnenkomen, nemen we niet in behandeling.

_ De sluitingsdatum kan verlengd worden tijdens ons selectieproces. Indien je nog niets van ons vernomen hebt, nemen we je sollicitatie mee in de verlengde sollicitatieprocedure.

_ Alleen sollicitaties die via onze website binnenkomen zullen in behandeling worden genomen.

_ Acquisitie door derden wordt niet op prijs gesteld.

Master & Bachelor Programs Logistics

Bachelor and Master programs at universities of applied sciences.

HBO	Program	University	Program
Amsterdam University of Applied Sciences	<i>Logistics and Economy Logistics and Transport Management Industrial Engineering</i>	University of Twente	<i>Industrial Engineering and Management (MSc) Applied Mathematics</i>
InHolland University of Applied Sciences	<i>Logistics and Economy Industrial Engineering</i>	University of Groningen	<i>Business Administration Econometrics, Operations Research and Actuarial Studies Economics and Business: Production, Organization & Marketing Applied Mathematics Industrial engineering and management</i>
Rotterdam of Applied Sciences	<i>Logistics and Economy Logistics and Transport Management Industrial Engineering</i>	Eindhoven University of Technology	<i>Industrial and Applied Mathematics Operations Management & Logistics</i>
Fontys University of Applied Sciences	<i>Logistics and Economy Logistics and Transport Management Industrial Engineering</i>	Erasmus University Rotterdam	<i>Econometrics and Management Science Supply Chain Management</i>
HAN University of Applied Sciences	<i>Logistics and Economy Industrial Engineering</i>	Tillburg University	<i>Operations Research and Management Science Econometrics and mathematical economics Quantitative Finance and Actuarial Science Supply Chain Management</i>
NHTV	<i>Logistics and Economy Logistics and Transport Management</i>	Delft University of Technology	<i>Transport, Infrastructure and Logistics</i>
Windesheim University of Applied Sciences	<i>Logistics and Economy Logistics and Transport Management Industrial Engineering</i>	Universiteit van Amsterdam	<i>Operations Research Econometrics</i>
Stenden University of Applied Sciences	<i>Logistics and Economy Logistics and Transport Management</i>	VU University	<i>Business Administration Econometrics and Operations Research Mathematics</i>
Utrecht University of Applied Sciences	<i>Logistics and Economy Industrial Engineering</i>		
HZ University of Applied Sciences	<i>Logistics and Transport Management</i>		

University	Program
Wageningen University	<i>Management, Economics and Consumer Studie Agricultural and Biore-source Engineering</i>
Maastricht University	<i>Econometrics and Operations Research Global Supply Chain Management and Change Operations Research</i>
Open University	<i>Marketing and Supply Chain Management</i>

