

摘 要

随着中国房地产行业的不断发展，家居市场的竞争越来越激烈。在商品经济发达的国家，人们认为“营销工作是企业管理的命脉”。企业的经营发展离不开营销策略。好的营销策略可以起到事半功倍的作用，提高企业的市场竞争力，促进企业的长足发展。除了拥有良好的商业决策者外，制定和实施适合企业发展道路的营销策略是企业行业中脱颖而出的重要条件。如何提高营销水平，获得市场利润份额，是当前企业发展的一个重要问题。

本文通过对宜家家居营销策略的分析，找出其营销策略中还存在的问题并提出改进建议，并希望为中国家居零售企业的未来发展壮大和“走出去”到国际市场提供经验借鉴。期望通过对宜家家居在华营销的现状分析及未来展望，使中国家居行业的企业在新形势下进一步满足顾客需求，更好地创造顾客价值，从而增强企业整体的竞争力。

关键词：宜家家居；营销策略；4P

ABSTRACT

With the continuous development of China's real estate industry, the competition in the home furnishing market is becoming increasingly fierce. In countries with developed commodity economies, people believe that "marketing work is the lifeblood of enterprise management". The business development of enterprises cannot be separated from marketing strategies. Good marketing strategies can achieve twice the result with half the effort, improve the market competitiveness of enterprises, and promote their long-term development. In addition to having good business decision-makers, developing and implementing marketing strategies that are suitable for a company's development path is an important condition for a company to stand out in the industry. How to improve marketing level and gain market profit share is an important issue for current enterprise development.

This article analyzes IKEA's marketing strategy, identifies the existing problems in its marketing strategy, and proposes improvement suggestions. It hopes to provide experience and reference for the future development and growth of Chinese home retail enterprises and their "going out" to the international market. I hope to analyze the current situation and future prospects of IKEA's marketing in China, so that Chinese furniture industry enterprises can further meet customer needs, better create customer value, and enhance the overall competitiveness of the enterprise in the new situation.

Key words: IKEA; Marketing Strategy; 4P

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Chapter One Introduction

1.1 Research Background

Mr. Ma Yun, the famous founder of e-commerce, put forward the concept of marketing first. He believed that all product sales, promotion and planning activities should be based on marketing strategies and carried out through marketing. Therefore, it is not difficult to find that if an enterprise wants to achieve better development in such fierce market competition and stand out among many industry competitors, it must highlight its own strategic planning, take marketing strategy as the core, adopt more scientific, effective and reasonable marketing strategies, and strengthen its efforts in this regard. Throughout the development history of IKEA, it is not difficult to find that its excellent marketing methods, experience, combination, catalogue and other refreshing marketing models are the key to success.

For IKEA's owners, this could be an unexpected gain. The relaxed shopping environment reflects IKEA's corporate culture of humanization, simplicity, convenience, and self-sufficiency. Entering IKEA can provide a pleasant shopping experience. When you arrive at IKEA, all you need to do is walk along the floor. Ingvar Kamprad, the founder of IKEA, has a strange vision. He not only wants to improve the living standards of most people, but also wants to improve their lives. IKEA refers to its customers as "self-sufficient". They shop in stores, deliver their chosen items to the checkout counter, transport them home, and assemble them themselves. The company stated that the goal is not only to reduce costs, but also to do better for customers who will become better people.

1.2 Research Purpose

With the increasing position and role of marketing strategy management in the future strategy of enterprises, whether IKEA can take better and more reasonable marketing means directly affects whether IKEA can remain invincible in the new round of market competition. If we want to occupy more market share, we must further strengthen our efforts in marketing. Under the background of fierce market competition in the labor-intensive home furnishing industry, help IKEA truly express its brand value and provide high-quality and low-price products and services to Chinese users. Combined with the current external environment of enterprises, analyze the sum of SWOT analysis,

help enterprises maximize their value and provide valuable reference and reference, and also provide valuable reference for domestic home furnishing enterprises.

Alibaba CEO Jack Ma summarized the most important and core task of a commercial company in four words: “ Marketing comes first ”. Simply put, the promotion and business planning activities of home products are carried out through a series of marketing methods. As a management strategy for future marketing strategies, the position and role of profits have increased, and better and more reasonable marketing methods can be adopted. IKEA has a close relationship with them and can stand invincible in the new round of market competition. To occupy more market share, it is necessary to further strengthen marketing efforts.

Chapter Two SWOT Analysis of IKEA in China

2.1 Strength Analysis

From the perspective of the regional distribution of home furnishing, South China has always been a strong market for home furnishing production and consumption in China. In particular, home furnishing production and sales in Guangdong Province has become an advanced province for domestic development, and has long been a leading vane for the domestic home furnishing industry and home furnishing retail industry. However, due to the rise of raw material prices and the introduction of a number of domestic policies, the production and purchasing power in South China is decreasing. With the development of the economy, in recent years, with its own economic development strength, the demand and purchasing power of East China will be higher than that of the Pearl River Delta region in the future consumption.

At the same time, with the deepening of furniture brands, the household production enterprises in the Yangtze River Delta are gradually rising, showing greater development vitality. Its most famous household enterprises, such as Gujia Crafts, Fudebao, etc., rely on a number of well-known household production enterprises in the Yangtze River Delta, and the agglomeration effect of their production is gradually emerging. On the one hand, the Yangtze River Delta region has a stronger ability to attract talents than other provinces in China because of its geographical location, economic development conditions, especially the advantages of soft power such as capital, technology and management. On the other hand, as the origin of wood and other raw materials, the advantages of resources in North China and Northeast China are a highlight of their development.

IKEA's development has a century-old history compared with other household enterprises, and has a deep Nordic cultural heritage. As one of the top 500 enterprises in the world, IKEA has its own brand awareness, relying on its own brand can attract a large number of customer groups. According to the actual situation of IKEA's development, this paper summarizes the advantages of IKEA's development:

First, good quality advantages. IKEA products, after a hundred years of development, still rely on perfect quality and have a number of loyal consumer groups, which is the connotation advantage that other similar household products cannot surpass; Second, products that conform to the

consumption concept and pursue fashion. IKEA's product style is not fancy, simple and fluent, and the variety is complete, which is more consistent with the consumption needs of modern young people: the third low price system. This is an important factor for IKEA's success. Compared with other household enterprises, IKEA products are one of the most affordable products of the same quality on the premise of meeting customer needs; The fourth is the environment of the store. The space layout of the store is both simple and clear, and it promotes consumers to buy. The idea of IKEA is to give customers the feeling of "home". IKEA also has a free parking lot, which is convenient for customers to carry goods; Fifthly, there are 16 procurement trade zones in the world, which can conduct global procurement and meet production needs at any time; Sixth, we attach importance to environmental protection and social responsibility.

The products designed by IKEA cover the concept of green development, and have the capital advantage of not listing. According to the survey and analysis, consumers choose IKEA mainly because of the diversity of its products, the price system and the environment of its stores.

2.2 Weakness Analysis

IKEA can become a relatively well-known international furniture brand and occupy an important position with its own advantages. However, in the long-term operation process of IKEA, there are also some problems, and these problems make IKEA at a more obvious disadvantage compared with other household enterprises.

First, the IKEA consumer market is excessively dependent on Europe, and 80% of the IKEA global consumer market is in Europe. In today's increasingly competitive home market, the external environment is unpredictable. It is an unwise choice to rely solely on one region or several countries as the main consumer market. For this reason, IKEA realized the need to develop other consumer markets in the wake of the financial crisis in the United States and the sovereign debt crisis in Europe.

Second, with the development of global e-commerce, IKEA does not have advantages in the e-commerce war, and has been clearly at a disadvantage. In the process of e-commerce, IKEA has the advantage of global raw material procurement, but in the Internet era of product consumption, especially with the popularity of the Internet, the number of online shopping and consumption groups is greatly increasing. However, IKEA, as a household product, does not appear to face positively in e-commerce because of its own product characteristics, on the contrary, its response

speed is slow.

Third, the quality control of rising costs is not stable enough. With the increase of raw materials and labor costs, the R&D cycle of IKEA's new products has become longer, which has exacerbated the problem of high cost. To maintain a certain profit, some of IKEA's products have started to have problems in quality. In recent years, the customer complaint rate of product quality and service has been increasing. At the same time, IKEA's cross-regional product and cultural differences are large, resulting in the loss of customer satisfaction, and the long supply chain of global supply goods, which is also a problem that needs to be considered and urgently solved in the future development of IKEA.

2.3 Opportunity Analysis

First, the life cycle of the development of the household industry. The development of the domestic furniture industry has been more than 30 years. After the initial initial stage, it has entered the early stage of the growth stage. At present, it is in the late stage of the growth stage and is buying from its mature stage. At present, the main feature of this period is that the household industry has a great shock. In the fierce competition, enterprises are faced with greater competition risks, and the rate of bankruptcy and merger is high. Therefore, in such a competitive environment, the number of enterprises in the furniture industry is decreasing, but the consumption demand remains stable or slightly rising, which has promoted the transformation of the growth mode of the furniture industry, and pushed the household enterprises to move towards the mature stage.

Second, the technical characteristics of household products. There has been a homogenization trend in domestic household products, which seriously hinders its development. The extreme similarity between products, brands and stores in the household industry makes disordered competition frequent. Domestic enterprises engaged in household manufacturing generally adhere to the habit of “ the world is bustling, all for profit ” . Under the good condition of selling a new type of household, all manufacturers start to imitate, and then comes a price war that does not conform to the normal market development. The development trend of home furnishing with high similarity and “ homogeneity ” has seriously affected the development of domestic home furnishing brands.

Third, there is disorderly competition in the household product market. There are various reasons behind the homogenization of household products. Most practitioners believe that the

threshold is too low, but technically speaking, household manufacturing is relatively low for practitioners, such as sofa, swivel chair and other daily household products, which can be produced by small-scale enterprises, even family workshops.

Fourth, the technological innovation of household products is slow. The technology that promotes the development of the household industry is not advanced equipment, but creative thinking and applicable inventions and creations. The home furnishing industry is not high capital and high technology, so it does not need to develop advanced industrial technology to the equipment manufacturing industry. But today, with the rapid development of knowledge and technology, the shortage of design and development personnel in the domestic home furnishing industry and the high degree of plagiarism of home furnishing products have restricted the development of the home furnishing industry.

Compared with the same industry, IKEA products have many development opportunities in the development. First, there are few brand products with the same business model in the same industry and the concentration is not high. It is the hard to copy characteristics of IKEA products that make their products have increased development space and opportunities in the future market development. Second, the rapidly expanding Asian and Eastern European markets. IKEA products have a large audience in Asia, such as India, China and Japan in Asia, which have great potential for home consumption. Under the situation that the European home consumption market is blocked, the development of the Asian market has become a better choice. Taking the Chinese market as an example, with the arrival of the age of marriage and childbearing, domestic consumers have a high degree of recognition for IKEA products. Although the development trend of China's home furnishing industry is relatively obvious in recent years, IKEA has many powerful competitors in China, but the potential consumer group is a good development opportunity for IKEA. Third, vigorously develop e-commerce. From the previous analysis, we can see that with the development of e-commerce, IKEA's marketing is a major development disadvantage. But IKEA should be brave to face the disadvantages in its own development, actively develop e-commerce, and let its disadvantages in development become opportunities for future development. IKEA's experience marketing methods carried out in recent years have left a deep impression on consumers. IKEA regards shopping as a leisure way by providing more leisure shopping mode, which is favored by office workers in the workplace. Therefore, in the future market development, IKEA can fully learn from the experience of experiential marketing and create marketing methods that are more in line with consumer demand.

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