



Case Study Strategy development

For years Ikea has been using its positive and extraordinary image for the purposes of developing its employer brand. "There will hardly be another company in Germany which will be so successfully associated with the two key areas of team spirit and leadership style."; a daring aspiration indeed for IKEA's personnel marketing people who are working closely with **trendence** GmbH. The aim of the training scheme marketing campaign is for IKEA to be perceived with such a high level of popularity among school children and sixth formers.

The Azubimarketing (traineeship marketing) working group, which is comprised of members of operational and strategic marketing departments and consultants from **trendence** GmbH, have posed the following questions in a series of workshops:

- » How do trainees view IKEA's image as an employer?
- » What makes IKEA's ideal trainees tick? What needs and expectations do these people have of the company where they receive training?
- » How does the competition operate? What do competitors do well? What can we learn from them?
- » What makes IKEA unique?
- » How does this affect our communication channels in terms of pictures, texts, and ways of working?
- » How can the resulting communication concepts be made useful for marketing purposes?

The working group developed a strategy from the perspective of a company offering trainee programmes which was based on careful analysis through the Abiturientenbarometer, company specific observations, and through discussions with a number of candidates themselves. The results have been new groundbreaking channels of communication and a range of ways to implement these. During the collaboration a process has been conceived which allows all colleagues involved in trainee recruitment to gather, access and exchange ideas and information.