



# IKEA CANADA

## VALUES-BASED RECRUITMENT APPROACH

*MONIQUE MINAKER, Country Talent Manager, IKEA Canada*  
*CINDY FITZEL, Talent Specialist, IKEA Canada*





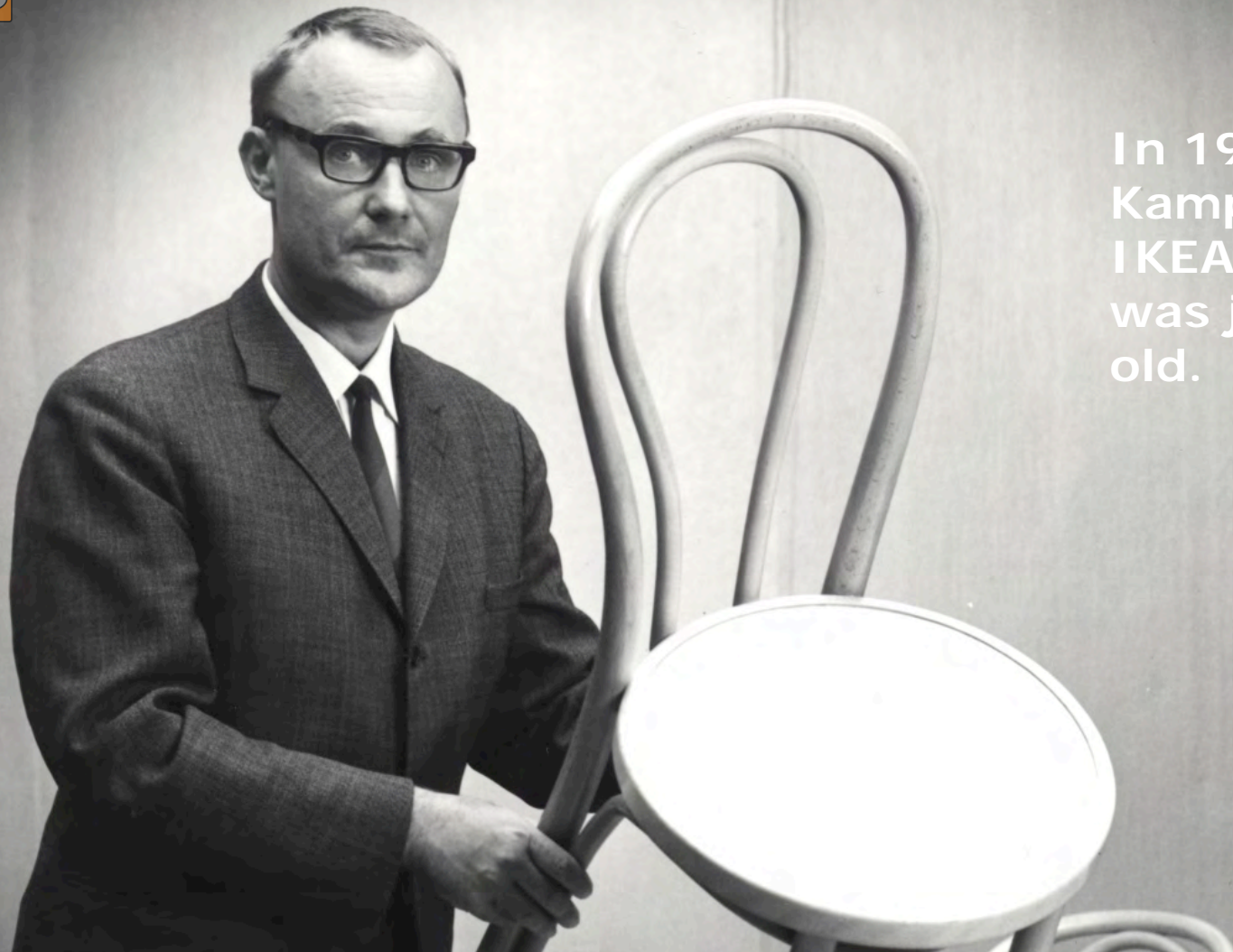
***“To create a better  
everyday life for the  
many people”***





# FROM HUMBLE BEGINNINGS IN SWEDEN





In 1943, Ingvar  
Kamprad founded  
IKEA when he  
was just 17 years  
old.



**I**ngvar  
**K**amprad  
**E**lmtaryd  
**A**gunnaryd



# THE IKEA BRAND AND SWEDEN

- The IKEA way of doing things is based on our Swedish heritage and identity
- Seen as an honest, modern, sustainable and different company with strong Swedish roots
- Using Swedish names for our products
- Integrating our Swedish identity into our daily work helps IKEA recruit, retain and develop co-workers





# WE SAY...





# OUR 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 can afford them."

## OUR PRODUCT RANGE

- Our unique **range is our identity**
- We **design, price, manufacture and distribute** all of our home furnishing products
- We have more than **9,500** unique items in our range
- Every **product has a story**







# IKEA AT A GLANCE



**SUSTAINABILITY**



**PURCHASING**



**HUMAN RESOURCES**



**CUSTOMER RELATIONS**



**IKEA FOOD/  
RESTAURANT**



**SALES**



**IKEA INDUSTRY**



**E-COMMERCE**



**COMMUNICATION AND  
INTERIOR DESIGN**



**FINANCE AND BUSINESS  
NAVIGATION**



**ENGINEERING  
AND QUALITY**



**IKEA BUSINESS  
SOLUTIONS**



**IKEA CENTERS**



**TRANSPORT**



**DESIGN AND PRODUCT  
DEVELOPMENT**



**PROJECT MANAGEMENT**



**PRODUCTION**



**LOGISTICS**



**MARKETING AND  
COMMUNICATION**



**STORE MANAGEMENT**



**PROPERTY**



**OTHERS**





# IKEA IN CANADA



**28 million total**  
visitors to IKEA stores



**95 million total**  
visits to IKEA.ca & mobile app

**5.9%**  
**INCREASE**  
**FROM LAST YEAR**

////////////////////  
**\$2.17 BILLION IN SALES**

**\$1.7 Billion**  
Economic Output

**\$503 Million**  
Labour Income

#1 MARKET SHARE LEADER

**9.6%**  
**MARKET**  
**SHARE**

////////////////////  
**0.2% INCREASE FROM 2016**

**Over 11,700**  
direct, indirect and  
induced jobs  
supported in Canada

**\$278 Million**  
contributed to  
public-sector revenues



# A MODERN & HUMANISTIC WORKPLACE A GREAT PLACE TO WORK







# IKEA VALUES

## A SHARED VALUES-BASED CULTURE

Rooted in the farmlands of  
Småland, Sweden



# OUR IKEA KEY VALUES

**Togetherness**

**Caring for  
people  
and  
planet**

**Cost-  
consciousness**

**Simplicity**

**Renew  
and  
improve**

**Different  
with a  
meaning**

**Give  
and take  
responsibility**

**Lead  
by  
example**





TOGETHERNESS



# CARING FOR PEOPLE AND PLANET

- A more sustainable life at home
- Resource and energy independence
- A better life for people & communities





# PEOPLE & PLANET POSITIVE IN CANADA

- Completely energy independent
- Own 2 wind farms in Canada
- Solar panels on many of our units
- IKEA Halifax – most sustainable store; LEED certified







# COST CONSCIOUSNESS



**SIMPLICITY**



**RENEW AND IMPROVE**





**DIFFERENT... WITH A MEANING**



**GIVE AND TAKE RESPONSIBILITY**





**LEAD BY EXAMPLE**



# THE IKEA RECRUITMENT APPROACH

We recruit **people first**, not just CV's or resumes!

We look for down-to-earth, engaged, honest, innovative and diverse people - who are **passionate about home furnishings** and **fit our values**.





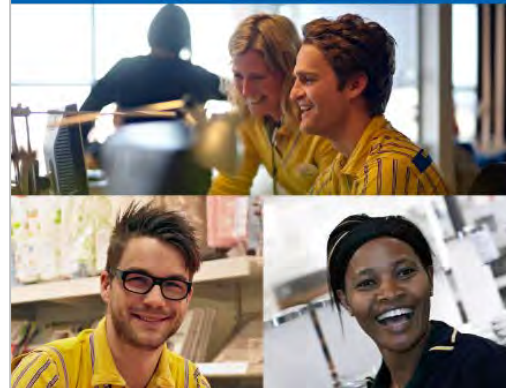
# OUR GUIDING PRINCIPLES

- 1 **We recruit based on values** and a passion for home furnishings
- 2 **We recruit for diversity** to understand our diverse customers and to contribute their uniqueness to IKEA
- 3 **We recruit for the future** with the competence needed for today and the potential to grow tomorrow – when you grow, IKEA grows
- 4 **We recruit from within** as we are rich in talent and want an internal job market
- 5 **We recruit with respect** to ensure a meaningful process where IKEA and the candidate choose each other
- 6 **We recruit for ambassadors** as every candidate is a potential IKEA co-worker and customer

## OUR GUIDING PRINCIPLES

Recruitment is not only about finding the right people and giving them the best possible start. It is also about building the IKEA Brand. In other words, how we hire is as important as who we hire.

The guiding principles inspire and support us to be successful in every meeting with a candidate – all the way from the first contact to the first day in the new role.





# VALUES-BASED RECRUITMENT WORKSHOP

- Shows candidates who we are as an organization
- Evaluate candidates in an experiential setting
  - See how they interact with each other and with us
  - How they handle the change
  - How engaged they are with the brand



## IKEA job interview



# JOB INTERVIEW WITH IKEA?





# VALUES BASED ACTIVITIES

- **Working Together** exercise - 'Build a Billy'
- **IKEA Values** presentation – candidates share the value that resonates with them the most
- **Sustainable life** at home ambassadors – candidates share what they could do to make their life at home more sustainable





"I absolutely loved the energy. It gave me an opportunity to understand what the company was all about. They kept us engaged. You just knew that these were people you would love to work with."

Sandra, IKEA Halifax

# BENEFITS OF VALUES BASED RECRUITMENT

- Newly created **brand ambassadors** through valued candidates
- Sense of community formed amongst new co-workers
- Hiring managers become more strongly connected to each other
- Diverse and inclusive process





# VALUES BASED RECRUITMENT = VALUES BASED ORGANIZATION



"This was a really new way of hiring for me. I really loved all the activities. I love the togetherness and the family atmosphere. You can feel it every day." - Ali, IKEA Halifax



# ATTRACTING YOUNG PEOPLE

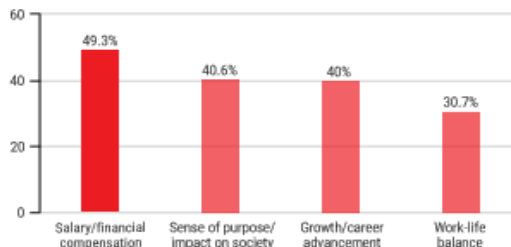
Studies tell us that the most important criteria for young people when considering job opportunities are a “sense of purpose/impact on society”; “reputation for ethical behaviour”; “diversity & inclusion”; “opportunities to volunteer and make a difference in the community”.

Aligned with the IKEA Culture & Values

\* 2018 Deloitte Millennial Survey



What are your most important criteria when considering job opportunities? (N=20070)

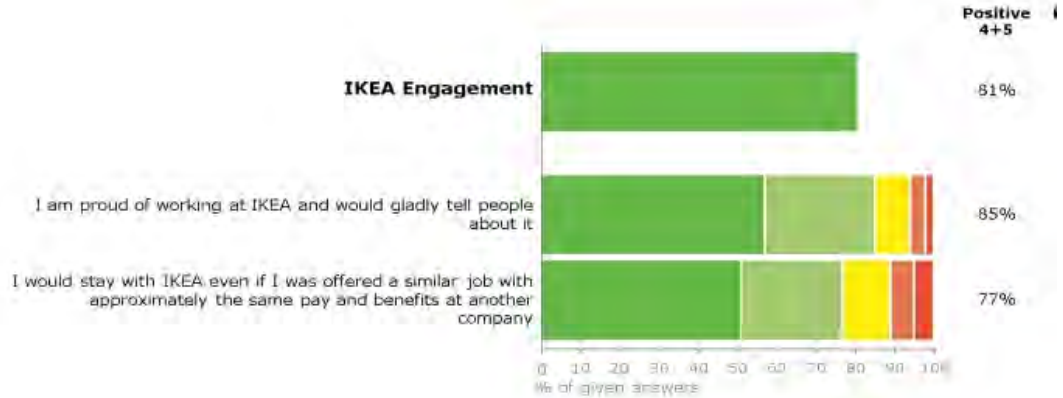


Percentage of unique votes. Respondents were allowed to choose up to 3 answer choices. Next leading choices are “Flexibility/autonomy” (28.1%), “Company culture / quality of colleagues” (26.6%).

\* World Economic Forum  
Global Shapers Forum Annual Survey 2017

# WHY VALUES-BASED RECRUITMENT?

- 81% of IKEA Canada co-workers are engaged around the IKEA Brand
- 85% are proud of working at IKEA and would gladly tell people about it
- 77% would stay with IKEA even if they were offered a similar job with approximately the same pay and benefits at another company



- Retention continues to be strong. Nearly 50% of our co-workers have 5 or more years of service with IKEA.
- Turnover is well below the retail industry average.



# WHY VALUES-BASED RECRUITMENT?

- A values-based culture continues to attract talent. Last year we saw 72,000 applications for roles at IKEA Canada.
- In 2017, IKEA Canada sales increased by more than 5 per cent as we continued to focus on the co-worker and customer experience.
- eCommerce sales increased by 26.7 per cent and saw 95 million online visits.
- IKEA Canada named one of Forbes Best Employers in Canada

# FIKA

- Swedish for “coffee break”
- Swedes are one of the largest coffee consumers in the world
- “Fika” is an important part of Swedish culture as it represents taking a break and creating togetherness





THANK YOU  
QUESTIONS

