

Confidential Appendix



Participatory Research and Design for Repair of customers' IKEA furniture

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RIGHT TO REPAIR PROPOSITION



ENABLING VALUE RETENTION OF PRODUCTS AND MATERIALS THROUGH REUSE, REPAIR, AND OTHER CIRCULAR SOLUTIONS

IKEA input to the European Commission's Call for Evidence on the EU "Promoting repair and reuse" initiative

IKEA welcomes the EU Commission's efforts to enable and accelerate the adoption of the circular economy principles by creating policy and regulatory pre-conditions. Reuse and repair are of paramount importance to prolonging product and material life, addressing one of the most problematic climate impact areas. However, developing solutions to enable a systemic and scalable repair capability within the economy is based on a complex set of factors, including the highly diverse consumer base, varied furniture product offer, and a challenging business environment.

IKEA is transforming its business to become circular by 2030¹. This is a systemic change and impacts every aspect of our complete value chain including how and where we meet customers, and how and what products and services we develop. Resourcefulness has always been part of our DNA, and circularity offers the best opportunity to create value retention in the materials we use and in the services that we develop.

While we work on developing capabilities within the four circular loops of reuse, refurbishment, remanufacturing, and recycling, we believe reuse, repair, and refurbishment are key to maintaining the use of existing products for as long as possible. This is essential to greatly reducing our impact on climate.² To enable this, we believe material choice and product design are the starting point. By choosing renewable or recycled materials that are suitable for the intended product use and lifespan, we create the preconditions for those products to last as long as possible. By designing products for expected use and repair we ensure products can be conveniently maintained and repaired as needed and recycled at the end of their life. IKEA has developed a comprehensive approach to designing products for circularity. Care and repair are primary considerations in developing circular products and are embedded in the product development process³.

IKEA is already offering care and repair products today, and we are on the journey to further develop and scale up our care and repair offer to be more affordable and accessible. In FY21, 18 million spare parts were ordered by our customers. From research, we know people want to have access to convenient and simple solutions to maintain and repair products.

Based on our circular development, we have learned there are key principles needed to secure the best possibilities for prolonging product life while maintaining business viability.

- Products should be designed for reuse and repair and be fit for purpose – right material choice for expected use and life span, maintenance, and repairability must be design enabled
- physical and digital infrastructure is needed to support reuse and repair – enabling availability and convenience while minimizing environmental impact
- promotion of circular behaviors will maximize value retention – through simple and understandable information, and convenient and affordable services and product offers.

The development of care and repair solutions for customers must include not only addressing current customer needs and frustrations but also **setting forward-looking solutions that encourage and normalize increasingly sustainable behaviors**. These developments must also consider business viability, encouraging and incentivizing business growth in the direction of the circular economy. It is therefore important to consistently apply circular principles to all future circular customer offers such as repair, ensuring the right solutions are applied to relevant products.

¹ Read more about the goals for transforming IKEA into a circular business [here](#).

² Find out more about the IKEA climate footprint [here](#).

³ Explore the IKEA circular product design approach and the online circular product design interactive tool [here](#).



Enabling these movements requires support from legislators. We offer the following recommendation to the open call for feedback on the European Commission's "Promoting Repair and Reuse" initiative:

- **Creating a harmonized and consistent approach to developments** within the different areas of the Circular Economy Action Plan is essential to creating systemic support for the effective adoption of circularity across markets. This includes the use of common definitions to describe circularity across initiatives, as well as technical and other standardization criteria. It is important to have a common understanding of what e.g., "reuse", "repair", and "refurbishment" mean within different industries. To support these efforts, IKEA and Ellen MacArthur Foundation have cooperated to create a Glossary of Terms, wishing to provide a common starting point for discussion, learning, and collaboration.⁴ We also recommend that the EU policymakers maintain a close link with the work of the International Standardization Bodies, such as ISO (ISO/TC323), which are setting a global standard for definitions and common measurement methodologies for circular economy.
- **Recognizing product differences is key to making choices that are fit for purpose.** By assessing over 9,500 IKEA articles against our circular product design principles⁵, we found that not all products use the same circular design formula. Each product group offers different reuse, repair, refurbishment, and recycling potential.⁶ For this reason, we believe product sustainability rules should be primarily addressed within product regulations. We urge EU legislators to ensure changes in consumer legislation are not counteracting efforts in product legislation or creating an unclear or unnecessarily complex legal framework for companies and consumers.
- **Remedies such as guarantees are an important component for increasing customers' trust, but their role in promoting reuse and repair is unclear.** At IKEA, we use product guarantees (commercial guarantees) as an additional value-added, quality promise for specific product types, beyond the already existing quality standards, legal requirements, and consumer protections. When adopting circular models that enable maintenance, repair, refurbishment, resale, remanufacturing, and more, new questions arise beyond the scope of existing guarantee rules we have today. Responsibility for extending lifespans is not only in the hands of producers but also the consumer and other service providers. We agree with primarily encouraging repair over replacement whenever possible based on sustainability factors and cost-efficiency. However, forcing repair over a replacement will have negative consequences if capabilities are lacking, costs are too burdensome, and/or the transportation of goods becomes detrimental to our sustainability efforts.
- **For repair activities to flourish, an ecosystem that benefits from it and a reasonable division of responsibilities are needed.** Granting repair for free beyond the legal guarantee framework and for cases of wear and tear and/or mishandling of products - as investigated in the ongoing public consultation - will not incentivize good care and maintenance practices and take away space for repairers to operate. It also risks a generalized rise in product prices, if the repair costs are added equally to all consumers, independently of how they maintain their own products. The IKEA approach is to provide relevant and affordable care and repair solutions, available when and where they are needed by our customers.
- **Reuse as the first step in prolonging product life and reducing the climate footprint.** Through research, we know that unfortunately today many good quality, functional products are ending up in landfills. Promotion and focus on improving the reuse of existing products is the necessary first step to adopting circularity and reducing the climate footprint and should be at the top of the agenda for accelerating the shift to more sustainable behaviors. Within IKEA, we are exploring and testing solutions for future circular business models centered on promoting product reuse. Already today, the As-Is areas of the store sell well functioning returned, 2nd hand, and display products to extend their life.
- **Incentivize reuse and repair to accelerate the transition to a circular economy.** Economic incentives, such as reduced VAT on repairs and second-hand purchases, reduced taxes on services and labor, or other

⁴ For more information, please visit: [Finding a common language — the circular economy glossary \(ellenmacarthurfoundation.org\)](https://ellenmacarthurfoundation.org/finding-a-common-language-the-circular-economy-glossary)

⁵ Read our Circular Product Design Guide [here](#).

⁶ Read more about our circular product design [here](#).



types of incentives for repair activities will be beneficial in this area. Policies can create demand for circular products and services, making them more convenient and affordable, but must also reduce administrative burdens.

- **The need for “non-destructive” assessment methods in the second-hand business.** Ensuring repaired and refurbished products are safe and well-functioning is essential to establishing an effective product assessment methodology. However, the testing and evaluation methods for individual repaired and refurbished products cannot be the same as those of new production samples. Product assessment principles from a mechanical and chemical point of view and “non-destructive” assessing methods should be developed to secure the safety and fitness of use of second hand, repaired and refurbished furniture. These methods need to be capable of assessing individual products with previous undefined use history. Standardization bodies can play an important role in this area.
- **An integrated agenda:** It is important to take a higher-level view of how repair contributes to more sustainable resource use and consumption patterns. Repair solutions that are implementable close to the product, in customer homes, by customers, have the potential to greatly limit the overall environmental impact, as compared to those requiring transportation of goods to repair locations and back to the customer. While we acknowledge that both will have a place in the portfolio of repair solutions, careful consideration is needed in calculating the overall impact beyond the singular goal of the extension of product life.

In conclusion, the repairability of products and tools designed to accelerate the adoption of repair practices are essential in the transformation toward a circular economy and offer substantial potential in minimizing the environmental impacts of resource consumption. However, the home furnishing product offer is highly diverse, further complicated by consumer behaviors. It is essential to establish mechanisms that promote and accelerate attitude changes toward prolonging product life while establishing business viable solutions that are truly circular in nature. We are optimistic that policymakers will leverage this unique time in history to work holistically toward a commonsense regulatory framework for a circular transition, agree to a harmonized regulatory framework for the EU, and ultimately, lead the international community into a sustainable future. We stand ready to support European policymakers based on our experiences as a global company moving toward a circular business model.

Case Study

Sofa Spare Parts Pilot

Understanding desirability and business viability of furniture spare parts customer offer

IKEA is testing the repair and refurbishment of sofas to gain an understanding of the challenges and cost drivers connected to reverse logistics, refurbishing competence, and resale of refurbished sofas. This will enable us to validate the customer demand to prolong the life of IKEA sofas through replacement parts offer (DIY), sales of repaired/refurbished sofas, and repair services. We are testing sofa spare parts availability for customers at home, repair at IKEA and 3rd party locations, refurbishment IKEA suppliers, and 3rd party refurbishers.

Replacement parts (sellable furniture spare parts) are currently available in [Poland](#) for the best-selling colors in the top 7 sofa series. Over the last 7 months, we have found sofa cushions to be the most sold item and we have saved approximately 1000 sofas from ending up in the landfill. As the next step, we are expanding the test to bigger markets greatly scaling up this activity.

The test reveals that sofa repairs in that store are profitable and less time-consuming but are dependent on spare parts availability. Space limitations to set up a spare parts library in the store are a hindrance. Concurrently, the scaling up of the spare parts supply is needed. The sofa refurbishment at the IKEA supplier and external partners is highly challenging due to the high labor-intensive work needed for refurbishment. Fixed cover sofas are the most expensive to reupholster. Standardized removable and/or slip-on sofa covers, and parts are therefore a key consideration in circular sofa design. Higher used sofa collection volumes are needed to fully understand the economics of this type of refurbishment. Cleaning methods will be explored and the IKEA acceptance criteria for second-hand sofas will be set within approximately 18 months.



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About IKEA

IKEA offers well-designed, functional, and affordable, high-quality home furnishing, produced with care for people and the environment. There are several companies with different owners, working under the IKEA Brand, all sharing the same vision: to create a better everyday life for the many people. IKEA was founded in Sweden in 1943.

About the IKEA franchise system

The IKEA retail business is operated through a franchise system with franchisees that are authorized to market and sell the IKEA product range within specified geographical territories. Inter IKEA Systems B.V. is the owner of the IKEA Concept and worldwide IKEA franchisor, who also assigns different IKEA companies to develop the product range, supply products and deliver communication solutions. Today, 12 different groups of companies have the right to own and operate IKEA sales channels under franchise agreements with Inter IKEA Systems B.V.

About Ingka Group

Ingka Group (Ingka Holding B.V. and its controlled entities) is one of 12 different groups of companies that own and operate IKEA retail under franchise agreements with Inter IKEA Systems B.V. Ingka Group has three business areas: IKEA Retail, Ingka Investments, and Ingka Centres. Ingka Group is a strategic partner in the IKEA franchise system, operating 378 IKEA stores in 31 countries. These IKEA stores had 706 million visits during FY20 and 3.6 billion visits to www.IKEA.com. Ingka Group operates business under the IKEA vision – to create a better everyday life for the many people by offering a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible can afford it.

Prolonging product life | Customer Insights



Topic

Prolonging product life

Prolonging product life

Enable customers to prolong product life by offering services and solutions

Prolonging product life is a fantastic opportunity to meet even more of the many people. For example, by developing services and solutions that help people maintain, care for, update and **repair their belongings**. This encourages people to prolong the life of their belongings and helps them retain their value longer



Understanding customer needs throughout the product journey

There are many different factors involved when it comes to the relationships people have with their belongings. But generally it's all about the **item's value to that particular person** – be it **sentimental value**, **monetary value** or perhaps even **value in terms of quality or functionality**.

Sometimes belongings remain valuable to a person because they were **expensive**. Or because they **performed beyond expectation**, particularly if they were **inexpensive**. Or because there is an **emotional attachment** to the item. Most often it's a combination of these factors.



By listening carefully to our customers and using what we've learnt, we can fine-tune our offer and communication. This will help us to meet and exceed customers' needs and expectations.



Because customer needs vary from country to country, we must first understand the needs of the people in each market before we can design relevant solutions.

Why we're helping to prolong product life

"Now I try to buy less, only what is needed" She mentioned as she showed me the tongs she was going to buy because it was needed!

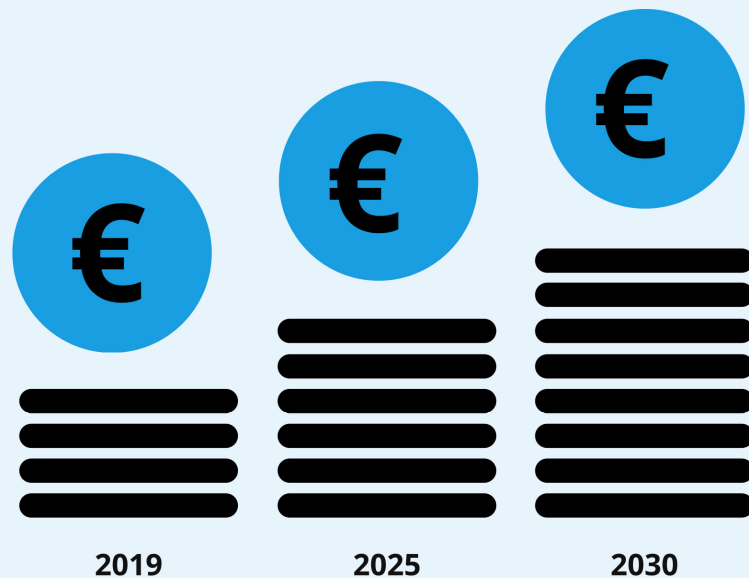
Generally, **people don't want to be wasteful.** They're becoming more aware of what they bring into their homes and are striving to consume less.

People want more product value, which includes better functionality and a stronger emotional bond with products. Not only that, people now expect sustainable, durable products that offer long-term enjoyment.

People are looking for value, meaning and stronger connections.

We're currently living beyond the means of our planet. If we continue along today's rate of consumption, by 2030 we'll be facing an 80 million ton global material shortage.

What's more, a lack of raw materials would result in higher costs for IKEA. This could affect profitability levels or force us to increase product prices.



Thinking differently about how and what we source enables us to remain a low-cost company. So we can continue to offer products and services that reach more people around the world. That way we can continue to help improve everyday life for the many people.

Finding your way around circularity

The development of new ways for customers to **acquire, care for and pass on their belongings** is also part of our overall sustainability strategy.

Another of our sustainability goals is to have 100% circular products by 2030.

Circularity at IKEA is a huge part of who we are. And at the end of the day it means **creating value and preventing waste**. But it's also an opportunity for us to **interact with our customers beyond the first point of sale**.

Let's make sustainability and circularity part of everyday life.

Circularity is about **helping people prevent waste** and about making the most of untapped potential, for example, with their belongings. It's about being smart, sharing resources and prolonging product life.

Find out more about circularity and our sustainability strategy here:



Toolbox



People & planet positive

[Visit ↗](#)

IKEA Sustainability strategy on IKEA Toolbox

Circular and climate positive

[Visit ↗](#)

IKEA Toolbox page

Circular IKEA

[Visit ↗](#)

IKEA Toolbox page

Sustainability at IKEA – introduction

[My learning ↗](#)

Learning solution, English

Online course, 30 min

We're in the unique position of being able to use our **entire value chain to find innovative ways to reuse, refurbish and remanufacture.** Leaving **recycling as the last possible option.**

Ultimately, that's how we'll deliver results on our long-term vision and values. By embracing changes in our society and keeping up with global developments. So we can all become better versions of ourselves, while enabling our customers to do the same.



Regardless of whether people want to keep, **repair**, share or pass on a particular product, **convenience is key.**

By developing services and solutions that help people maintain, share or pass on their belongings, we're enabling them to be more sustainable.

And by helping people to pass things on, for example, we're also helping those other people to fill a need in their lives. In addition to helping someone free up a little space for themselves.

"Umm.. I had another piece of furniture, that I gave to uh.. [second-hand?].yes, second-hand. So atleast someone gets to use these!

The benefits of prolonging product life



By taking steps to help people prolong the life of their things, not only are we contributing to a more sustainable society, we're also:



Raising awareness about material value



Reducing unnecessary waste



Increasing awareness of product quality



Strengthening our brand image



Generating business growth



Improving profitability



All of these benefits help to us build and maintain long-lasting relationships with the many people, which means satisfied, loyal customers.

The secret life of people's belongings

Before we can help people to prolong the life of products we must first understand the role that belongings play in people's lives.

We can start by learning how people acquire their things. Then we can gather insights about how people live with their belongings - whether they actively use them or whether some of their belongings have become inactive for any reason. And then try to understand why.



Acquire

Belongings enter people's lives in many ways.



**New
purchase**

**Second
hand**

**Shared
ownership**

Received

Inherited



Life at home

Things can be in use
or inactive.

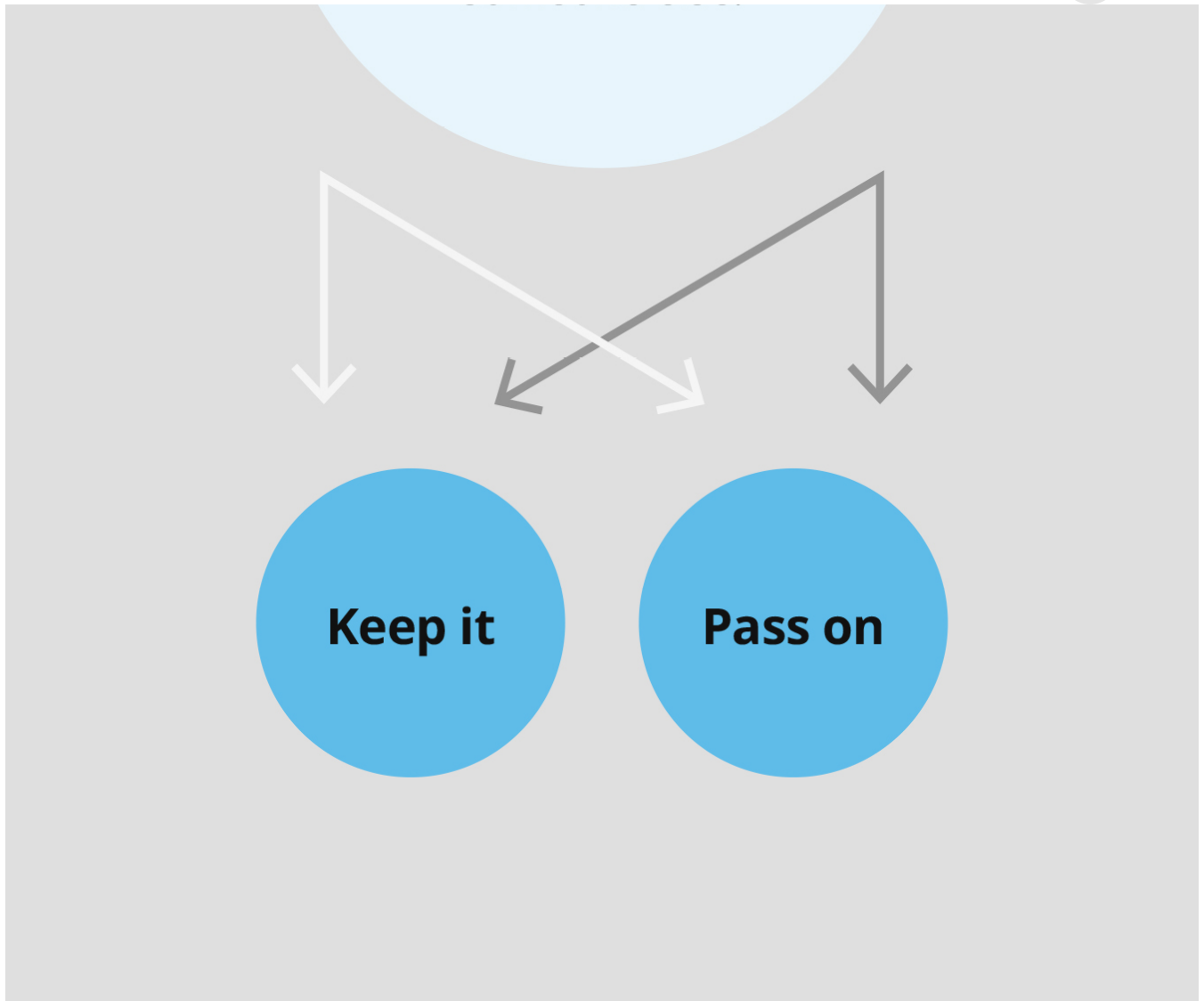


Active

Inactive

Pass on

People decide to either
keep their belongings or they
eventually pass them on to



But perhaps the most important thing we can learn right now is when, how and why people choose to keep their belongings. For example by restoring value in something they love. As opposed to passing something on that they no longer want.

How people acquire their belongings



How people live with their belongings+

Keep or pass on



Finding solutions



Why people don't take action

A lack of skills, tools, knowledge or inspiration can often prevent people from taking action on things they want to keep.

And a lack of convenient, trustworthy options can prevent people from passing things on.

A lot of the time, people simply become overwhelmed and either do nothing or throw things away.

Let's help people take action with their belongings.

If we can offer solutions that remove these barriers, we can create value for people and enable them to achieve their ambitions in life at home.

A people-driven approach.

Once we understand why people make the decisions they do about their belongings, we can begin to look for solutions and services that make those decisions easier. One of the methods we use for gathering and applying this type of information is **People-driven development**.

If we're going to find innovative ways to help people prolong the life of their things, then we need to approach it from a people perspective rather than a product perspective.



People-driven development is about putting the customer at the core of the business development. By using people's actual challenges in **Life at home** as a starting point for the design process, we can improve customer desirability, innovation and local relevance. At the same time we're also reducing risk, investment and time to market.

People's actual challenges in life at home.

People-driven development is particularly useful when developing solutions that help people to prolong product life. What better way to ensure we develop products that truly reflect people's needs and dreams, than to actually invite the many people into the design process?

We've been exploring different ways to meet and exceed people's needs and help them prolong the life of their belongings. Some of the services and solutions we've begun developing focus on various problems faced by our customers around the world.

People are seeing more value in their belongings.



Toolbox



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sustainable thinking and responsible design. Where people would normally have thrown something away when it broke or became old, they're now actively seeking options to prevent this kind of waste.

Because people are seeing more value in their belongings, they're now looking for convenient ways to repair, restore and update them. Helping customers prolong the life of products enables them to keep something they might otherwise have thrown away. It enables them to love their things for longer or find new owners for things they want to pass on.

Making room for new products.

Not only are people seeking new ways to prolong the life of products that are old or in need of repair. We're also seeing a growing tendency towards shared ownership and circularity.

But at the end of the day, what people acquire, live with and pass on is all about relationships, interactions and feelings.

Times change. And people change.

Sometimes people love their belongings and sometimes they don't. Maybe they loved their sofa when they first bought it, but don't really like the colour any more. Or maybe they wished their sofa matched their new wallpaper. Even though their old sofa isn't really that old.

The home furnishing business is constantly changing. Because people are constantly changing and their lives are constantly changing.

Let's find new and dynamic solutions and services that help the many people acquire, live with and pass on their belongings.

Related mandatories

Repair Service Testing



Test

Circular solutions

Repair service

At-home service to fix your IKEA furniture



Testing
1-2-3...

This Test describes an IKEA Concept development initiative.

It's shared to keep you informed and connected, not for direct implementation.

Quick facts

What?

Research and testing to assess the potential for offering an at-home service for fixing IKEA furniture.

Why?

Understand after-sales in a better way:

- uncover the key components of a repair service
- identify the value action gap and define repair service components
- create a business case and assess the potential of the repair service.

Where?

Surveys were conducted in Sweden. Desk research was carried out in other markets that already offer repair services together with external partners.

When?

There is no live testing yet. But the conclusion is to start by testing kitchen repair services.

Who?

**For more information please contact:**

Rut Meyersson, Business designer
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Wow?

Interviews, surveys and desk research concluded that many people are interested in having help in repairing higher investment belongings such as kitchens and sofas.



Research concluded that there's high interest in this service

Phase 1 was about carrying out a digital survey to:

- validate the desirability of the service
- understand what people are willing to pay for the service



Toolbox



Overall, we wanted to come to a conclusion on the potential for an at-home service to fix customers' IKEA furniture and restore it to a greater value.

There were three parts to the research:

- A digital survey was sent via an IKEA FAMILY email to Swedish customers.
 - 80% of those surveyed said they are or might be interested in an at-home repair service.
 - 52% said they would like help with kitchen repairs.
 - 35% said the cost per hour should be EUR 50-100 (SEK 500- 1,000).
- An Instagram survey was carried out in Sweden.
 - 93% said they would be interested in an at-home fixing service.
 - The items people were most interested in getting help with were sofas, armchairs and chairs. In second place were kitchens (doors and cabinets).
 - On average people would pay around EUR 80 (SEK 800).
- Desk research was carried out relating to a repair service implemented in Russia through an external partner:
 - Budget and cost savings were customers' main reasons for using the service.
 - The majority wanted help with wardrobes, kitchens and sofas.
 - The service was mainly used by 25-50 year olds in urban areas.
 - IKEA Russia found the main problem was being unable to control the expertise of external repair people.

The main conclusions were that there is:

- a gap in the market for this service
- a desire for professionals with IKEA knowledge
- a desire for a streamlined process
- B2B potential.



Defining the delivery method

In tests conducted in Poland, Belgium, Czech Republic, Hungary, Slovakia, Sweden, Denmark and the Netherlands, clear learnings emerged for how to advise, support and offer services to customers for care and repair. In conclusion, the learnings are:

- When communicating care and repair relating to prolonging product life, it is important to use language that is supportive and not directed towards upselling or cross-selling. Focus instead on simple, clever tips and tricks without pushing products.
- The connection between care and repair to prolong product life and having a positive impact on the planet needs to be clearly explained. It strengthens the overall message and value for customers.
- Of the 50 concepts presented to customers, predictive product care was among the top three. It outperformed the rest on functional benefits and did well as new and different.
- The repair service was perceived as the most desirable offer. The only barrier being the price point at which it could be offered.



and repairing on-site also results in shorter time from customer claim to resolution. Often the problem can be solved on the same day, whereas with an external partner it can take up to two weeks.

- An IKEA employee that repairs/maintains products in customers' homes reduces the sad flow by 40-50%.
- The most frequent repairs performed by IKEA employees in customers' homes are worktops, sofas and assembly issues.

Testing kitchen repair services

After analysing the data, we decided to start by testing kitchen repair services and using IKEA co-workers to carry out the repairs. The research will give us further insight into customer needs. And also into the profitability and costs.

Check back in late 2021 for updates.

Disclaimer

The IKEA Concept Lab describes pending initiatives relating to the IKEA Concept that are in the ideation, test or pilot phase. Inter IKEA Systems B.V. determines, at its sole discretion, if a test/initiative shall (eventually) be conceptualised and form part of the IKEA Concept. The information on this site is for general information purposes only. Inter IKEA Systems B.V. is not liable for any damage or losses caused by reliance on such information. Any reliance you place on such material is therefore strictly at your own risk. For any questions or comments in relation to the IKEA Concept Lab, we encourage you to please contact us.

At-home Repair Service Denmark



Example

Prolonging product life

Denmark: Repair service

At-home inspections and repairs prolong product life

IKEA stores in Denmark offers a repair service, including at-home product inspections and repair, to help customers prolong the life of their IKEA products.

When the Customer Service Centre gets contacted by a customer about issues with a warranted product, an especially trained co-worker can visit the customer's home to do



Toolbox



Only helps prolong products life, but also saves cost in the IKEA brand and saves costs.

IKEA Denmark decided not to outsource in-home appraisal and repairs to a third party primarily to secure the customer experience and the quality of the work. It also enables us to keep knowledge in- house so we can make product improvements.

Overall, repairing products not only saves the cost for replacing products, but also minimises the environmental impact. And first and foremost, by trying to resolve the matter already at the customers' home, the need to transport products back and forth is reduced.

Get
inspired

This Example shows an implementation from the IKEA world.

Be inspired and adapt it to your own market needs and situation.

Quick facts

Customer meeting point:

IKEA Store

IKEA organisation and country:

IKEA Denmark

Result:

Out of 790 cases surveyed in 2018, 40% could be repaired in the customers' homes.

Implementation date:

2000

Publishing date:

2019



// Feedback from customers had been positive as our service saves time and hassles. At the same time, we learn more about their experience from our products in everyday life at home"

**Jacob Fjord Sandsdal, Surveyor – Quality Coordinator,
IKEA Denmark**

IKEA Denmark created a new role, a national quality coordinator, who has trained a team of three co-workers dedicated to solving product issues in customers' homes. They are each equipped with a smart phone with a camera, and have access to a company car. The repairers get in-house training to learn how to make various repairs.

Since the start in 2000, the team has made some 50 to 80 home visits each month and made repairs in around 40% of cases – repairing everything from kitchen benchtops to leather sofas.

Depending on the problem, the team repairs the product straight away, or decides to offer an alternative solution. Many repairs can be done within hours, and most warranty cases are fully resolved within two weeks. If there is a general product quality problem, the repairer immediately raises the alarm. The repair team works closely with the Customer Service Centre to help evaluate pictures and information from customer complaints and support the claim process.



Toolbox



Damaged kitchen benchtops can be repaired to look as new while at the customer's home.



Leather seams can be stitched again so the sofa remains a useable product.



Toolbox



the skills required to do repairs. He or she acts as a combination of a handyman, a product quality specialist, and a customer service representative. The ability to resolve conflicts and create an exemplary customer experience is also very important. The repairer has to be mindful and respectful of people's homes, for example by making sure no mess is left behind.

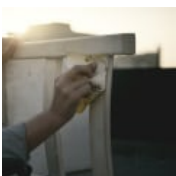
It is vital that the repairer has the authority to take decisions and relay information back to IKEA of Sweden and other parts of IKEA organisation so that the business can learn and improve both product quality and services.

Offering services and activities that focus on prolonging product life, we demonstrate that IKEA products are durable and that IKEA is a company that contributes to a more

Contact person

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This is an example of



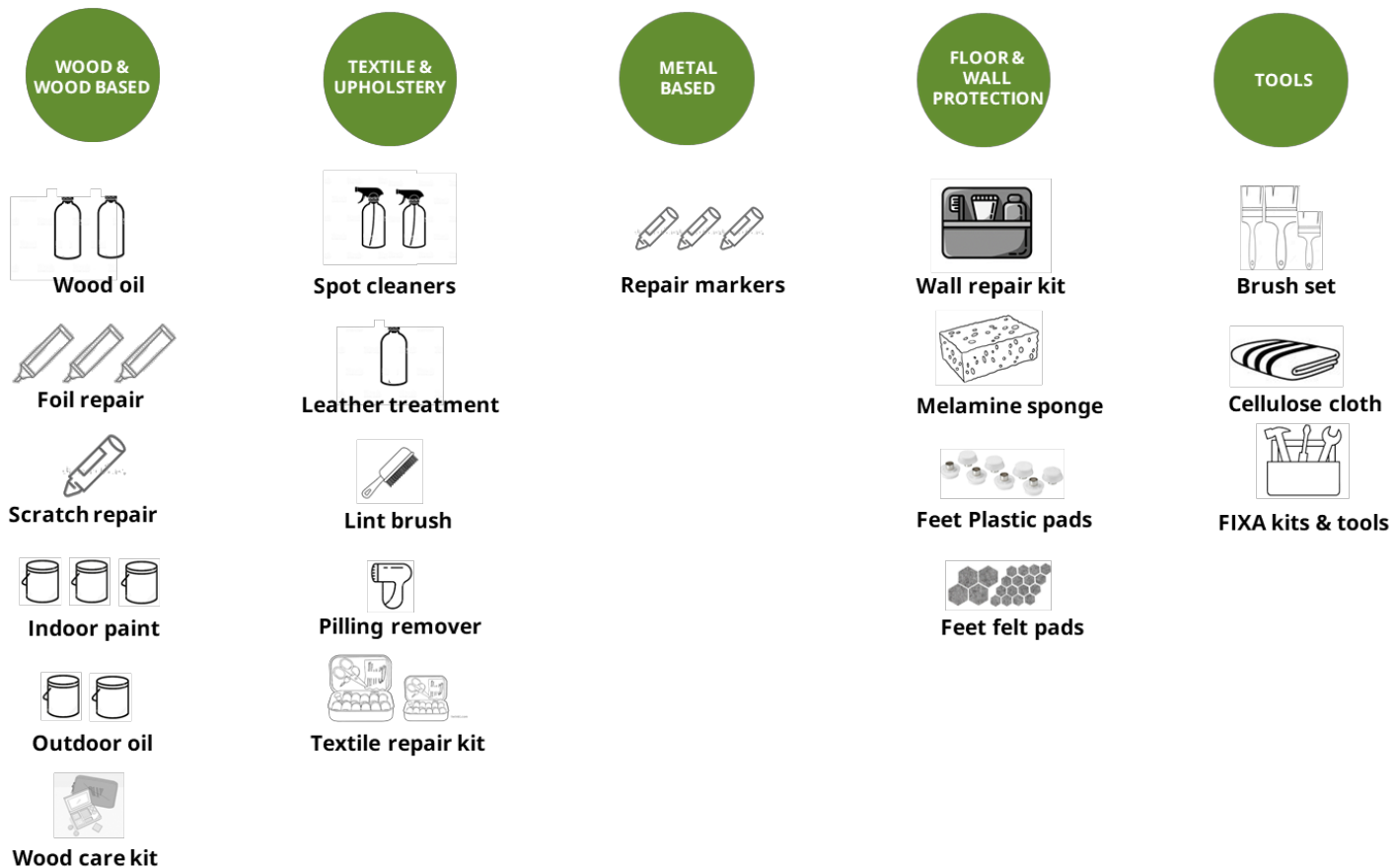
Topic

Prolonging product life

Prolonging product life

Care and repair range

COMPLETE CARE & REPAIR RANGE



HFB18

APR24 Care & Repair

A democratically designed range of everyday things that help your other everyday things perform their best.

Organise
your
living

Caring

Modern

Price: Low/Medium

Pcs: 5 M

TO: 13 M€

Net Growth: 13 M€

8 Global articles, all other regional