

## **Influential Article Review - IKEA as a Case Analysis: A Further Strategic Move Toward Sustainability**

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*This paper examines strategic innovation. We present insights from a highly influential paper. Here are the highlights from this paper: IKEA, a giant furniture company, has engaged in sustainability practices and reached substantial achievement. However, we found that there are several aspects of sustainability that IKEA can work to reduce ecological footprint and stay as a strong and unique leader in sustainability in the furniture industry. Our paper firstly reviews IKEA's current sustainability practices, followed by the literature review on other furniture companies' sustainable approaches of selecting and using raw materials. We found that IKEA could make sustainable transitions in materials to reduce their environmental impact and make strategic investments to maintain its leadership in industry. Solutions, implementation, and possible impediments are discussed. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.*

*Keywords: sustainability, innovation, business, IKEA*

### **SUMMARY**

- In order to use less wood with manufacturing furniture, IKEA can take one of two actions: use bamboo to manufacture furniture or use alternatives to particleboard in manufacturing. With the depletion of natural resources, some members of the furniture industry are switching over to bamboo.
- Using bamboo comes with many more advantages than using wood when it comes to furnishings. Bamboo is very durable and is ideal for everyday use. It is much more resistant to damage than wood materials. Bamboo is also resistant to swelling and shrinking. Because of this, bamboo is ideal for outdoor furniture since it will not be affected by the changes from humid to dry air and fluctuations in temperature. Surprisingly, bamboo has a higher tensile strength at 28,000 per square inch compared to steel's 23,000. Bamboo is so strong because it grows straight as opposed to other trees. The «knuckles» in the bamboo do not weaken the structure of the bamboo, although they are denser than the rest of the stalk. When bamboo is laminated, it becomes stronger and the layer of laminate provides a layer of protection against wear and tear from normal use.
- All in all, bamboo furniture is stronger than the everyday furniture found in homes. Additionally, bamboo furniture comes in a wide selection. Customers can pick from a variety of styles and

finishes, just as wood. Furniture designers have been using bamboo in innovative designs either in all-bamboo pieces or within composite materials. The appearance of bamboo is another perk of manufacturing furniture with this material. The furniture will have a fine grain and can be ordered in many different stains and finishes.

- If IKEA were to start manufacturing furniture with bamboo rather than particleboard, they could engage in a contract with a Chinese company called Forever Bamboo. This would benefit IKEA because they would still have an outside company harvesting their raw materials so it would not add to their in-house processes.
- In order to reduce their impact on the environment, IKEA must switch from using palm oil to using a sustainable alternative for palm oil. Because these new alternatives have not been fully developed yet, IKEA has two options: invest in Kiverdi for the purpose of speeding up development or wait for scientists to work out the kinks of their new product. Investing in Kiverdi would come with some risk, as they would risk the possibility of losing money in a product that may or may not work with their products. Unfortunately, if they wait for scientists to finish developing this new product, they will be damaging the environment even more by continuing to use traditional palm oil in the meantime.
- If IKEA were to invest in Kiverdi and possibly even integrate them into their company, they would need to engage in collaborative research and development. Although this would involve a great deal of financial risk for IKEA, this could benefit both companies in the long-run. Kiverdi must be involved in the design process of IKEA's products to help develop an alternative to palm oil that has the necessary properties to fit in with IKEA's products. With this collaborative research and development, Kiverdi could help IKEA to tweak current products in order to adapt to the change of ingredients. This would lead to more innovative, socially, and environmentally-friendly products.
- This decision to invest and possibly acquire Kiverdi would make IKEA an early adopter and give them a positive corporate image compared to their competitors who continue to use traditional palm oil. Kiverdi CEO, Lisa Dyson, has already stated that they would like to work with «early adopters who will work with innovators through scale-up and commercialization.» Kiverdi strives to be a partner in the value chain in order to identify areas where Kiverdi can provide solutions.

## HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation: Cosmo, D. E., & Yang, K. (2017). A Further Strategic Move to Sustainability—A Case Study on IKEA. *Journal of Strategic Innovation and Sustainability*, 12(2).

This is the link to the publisher's website:

<https://articlegateway.com/index.php/JSIS/article/view/799>

## INTRODUCTION

IKEA is a furniture company founded in Sweden in 1943, focusing on providing modern furniture at affordable prices for the everyday people. IKEA's vision is "to create a better everyday life for the many people. Our business idea supports this vision by offering 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." Founder Ingvar Kamprad wanted to reflect independence and long-term success in the ownership structure of IKEA. Beginning in 1982 IKEA has been owned by IKEA foundation in the Netherlands. IKEA only uses its profits for reinvestment, charitable purposes through the IKEA Foundation, or kept as financial reserve for future investments.

Following its vision, IKEA has exerted many efforts regarding sustainability, reducing its footprint on the environment. In 2011, IKEA appointed Steve Howard as its Chief Sustainability Officer, who was in

charge of the company's sustainability strategy, aiming to better environmental and social performance while limiting the impact that IKEA's impacts had on the environment. Howard strongly believes that sustainability will be one of the main factors that shape society and business during this century (Miller, n.d.).

However, there is much room for IKEA to reduce its impact on the environment. As a member of the furniture industry, IKEA uses a tremendous amount of wood. As an industry giant, IKEA uses about 1% of the world's total wood (Kelly, 2012). IKEA's subsidiary company, Swedwood, handles the production of all of IKEA's wood-based furniture (IKEA Manufacturing Subsidiary, 2006). Currently, 61% of IKEA's wood is sustainably sourced, and although this may seem like a large percentage, there is still a large portion of their hefty wood supply not sourced sustainably (IKEA Group Sustainability Report, 2016). Although a vast majority of IKEA's products are made from particleboard rather than solid wood, a large amount of wood pulp goes into the manufacturing of particleboard (Making Solid Wood, 2015).

Furthermore, IKEA uses a large amount of palm oil in its products. Palm oil's high melting point made it ideal for packaged items. It is an ingredient that can currently be found in about 50% of our daily products and unfortunately, it is harmful to the environment (Peters, 2015). IKEA uses palm oil in its candles and wood. Although this palm oil comes from certified segregated sustainable sources, it still adds pollution and greenhouse gases to the atmosphere (IKEA Group Sustainability Report, 2016). Palm plants thrive in warm, tropical climates and therefore, Indonesia and Malaysia has become the main sources for palm oil production. Because of the high demand of palm crops, over 17 million square feet of land is cleaned an hour in order to make room for palm plants in these tropical regions. Palm oil production has caused the orangutan population to lose 90% of their total habitat within the past two decades (Good, 2015). Using extensive literature review, our paper aims to provide solutions and ways of implementation to use less wood and find substitute material to palm oil in order to improve IKEA's sustainability performance.

## CONCLUSION

IKEA should engage in two activities to improve upon their current sustainability strategy: replace traditional particleboard with one of the sustainable replacement options (Environ biocomposite board, Woodstalk, or PrimeBoard) and invest in Kiverdi. With the replacement of traditional particleboard with Environ biocomposite board/Woodstalk/PrimeBoard, IKEA will need to find new suppliers. In order to find these suppliers, IKEA must use processes in order to assure that their needs will be met and that the suppliers have the same standards that IKEA has. With investment in Kiverdi, IKEA will need to work with them through collaborative research and development, as well as motivate them with rewards and incentives. Along with this, IKEA will need to engage in processes to ensure that Kiverdi is a supplier that is up to par with IKEA's standards.

Unfortunately, with both solutions come impediments. With transitioning from traditional particleboard to a sustainable alternative, IKEA may have to change their production processes. Along with this, the new material will be expensive and IKEA may have trouble finding a supplier capable of producing the large quantities that IKEA will need. If these materials are more expensive, IKEA may have to raise their prices, which would go against their current business model. With investing in Kiverdi, IKEA will be putting a lot of capital investment into a risky project. If Kiverdi does happen to be successful and IKEA is an early adopter, they should raise their prices to compensate for this new synthetically made palm oil. Raising prices comes with risk because consumers may turn and give their business to competitors whose prices will stay the same by continuing to use traditional palm oil.

Although both solutions come with risks and stipulations, we believe that it would be in IKEA's best interest to go ahead and move forward with these sustainability efforts. In the short-run, IKEA would be facing a lot of risk and it would be financially costly. In the long-run, we believe that engaging in these activities would give IKEA a competitive advantage over its competitors as well as a boost in profits as the cost of these new materials decreases over time.

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## **INTRODUCCIÓN**

IKEA es una empresa de muebles fundada en Suecia en 1943, centrada en proporcionar muebles modernos a precios asequibles para la gente común. La visión de IKEA es "crear una mejor vida cotidiana para muchas personas. Nuestra idea de negocio respalda esta visión al ofrecer una amplia gama de productos de decoración para el hogar funcionales y bien diseñados a precios tan bajos que la mayor cantidad de personas posible podrá pagarlos". El fundador Ingvar Kamprad quería reflejar la independencia y el éxito a largo plazo en la estructura de propiedad de IKEA. A partir de 1982, IKEA ha sido propiedad de la fundación IKEA en los Países Bajos. IKEA solo utiliza sus beneficios para reinversiones, fines benéficos a través de la Fundación IKEA o mantenidos como reserva financiera para futuras inversiones.

Siguiendo su visión, IKEA ha realizado muchos esfuerzos en materia de sostenibilidad, reduciendo su huella en el medio ambiente. En 2011, IKEA nombró a Steve Howard como su Director de Sostenibilidad, quien estaba a cargo de la estrategia de sostenibilidad de la compañía, con el objetivo de mejorar el desempeño ambiental y social al tiempo que limitaba el impacto que los impactos de IKEA tenían en el medio ambiente. Howard cree firmemente que la sostenibilidad será uno de los principales factores que darán forma a la sociedad y los negocios durante este siglo (Miller, s.f.).

Sin embargo, hay mucho espacio para que IKEA reduzca su impacto en el medio ambiente. Como miembro de la industria del mueble, IKEA utiliza una enorme cantidad de madera. Como gigante de la industria, IKEA utiliza alrededor del 1% de la madera total del mundo (Kelly, 2012). La filial de IKEA, Swedwood, se encarga de la producción de todos los muebles de madera de IKEA (IKEA Manufacturing Subsidiary, 2006). Actualmente, el 61% de la madera de IKEA es de origen sostenible, y aunque esto puede parecer un gran porcentaje, todavía hay una gran parte de su fuerte suministro de madera que no se obtiene de manera sostenible (Informe de sostenibilidad del Grupo IKEA, 2016). Aunque la gran mayoría de los productos de IKEA están hechos de tableros de partículas en lugar de madera maciza, una gran cantidad de pulpa de madera se destina a la fabricación de tableros de partículas (Making Solid Wood, 2015).

Además, IKEA utiliza una gran cantidad de aceite de palma en sus productos. El alto punto de fusión del aceite de palma lo hizo ideal para artículos envasados. Es un ingrediente que actualmente se puede encontrar en aproximadamente el 50% de nuestros productos diarios y, desafortunadamente, es perjudicial para el medio ambiente (Peters, 2015). IKEA utiliza aceite de palma en sus velas y madera. Aunque este aceite de palma proviene de fuentes sostenibles certificadas segregadas, todavía agrega contaminación y gases de efecto invernadero a la atmósfera (Informe de sostenibilidad del Grupo IKEA, 2016). Las plantas de palma prosperan en climas cálidos y tropicales y, por lo tanto, Indonesia y Malasia se han convertido en las principales fuentes de producción de aceite de palma. Debido a la alta demanda de cultivos de palma, más de 17 millones de pies cuadrados de tierra se limpian por hora con el fin de hacer espacio para las

plantas de palma en estas regiones tropicales. La producción de aceite de palma ha causado que la población de orangutanes pierda el 90% de su hábitat total en las últimas dos décadas (Good, 2015). Utilizando una extensa revisión de la literatura, nuestro documento tiene como objetivo proporcionar soluciones y formas de implementación para usar menos madera y encontrar material sustituto al aceite de palma para mejorar el desempeño de sostenibilidad de IKEA.

## **CONCLUSIÓN**

IKEA debería participar en dos actividades para mejorar su estrategia de sostenibilidad actual: reemplazar el tablero de partículas tradicional con una de las opciones de reemplazo sostenible (tablero biocompuesto Environ, Woodstalk o PrimeBoard) e invertir en Kiverdi. Con la sustitución del tablero de partículas tradicional por el tablero biocompuesto Environ / Woodstalk / PrimeBoard, IKEA tendrá que encontrar nuevos proveedores. Para encontrar a estos proveedores, IKEA debe utilizar procesos para garantizar que se satisfagan sus necesidades y que los proveedores tengan los mismos estándares que IKEA. Con la inversión en Kiverdi, IKEA tendrá que trabajar con ellos a través de la investigación y el desarrollo colaborativos, así como motivarlos con recompensas e incentivos. Junto con esto, IKEA tendrá que participar en procesos para garantizar que Kiverdi sea un proveedor que esté a la altura de los estándares de IKEA.

Desafortunadamente, con ambas soluciones vienen impedimentos. Con la transición del tablero de partículas tradicional a una alternativa sostenible, IKEA puede tener que cambiar sus procesos de producción. Junto con esto, el nuevo material será costoso e IKEA puede tener problemas para encontrar un proveedor capaz de producir las grandes cantidades que IKEA necesitará. Si estos materiales son más caros, IKEA podría tener que subir sus precios, lo que iría en contra de su modelo de negocio actual. Con la inversión en Kiverdi, IKEA invertirá mucho capital en un proyecto arriesgado. Si Kiverdi tiene éxito e IKEA es uno de los primeros en adoptar, deberían aumentar sus precios para compensar este nuevo aceite de palma hecho sintéticamente. Aumentar los precios conlleva un riesgo porque los consumidores pueden recurrir y dar su negocio a competidores cuyos precios se mantendrán iguales al continuar utilizando el aceite de palma tradicional.

Aunque ambas soluciones vienen con riesgos y estipulaciones, creemos que sería en el mejor interés de IKEA seguir adelante y seguir adelante con estos esfuerzos de sostenibilidad. A corto plazo, IKEA se enfrentaría a un gran riesgo y sería financieramente costoso. A largo plazo, creemos que participar en estas actividades le daría a IKEA una ventaja competitiva sobre sus competidores, así como un aumento en las ganancias a medida que el costo de estos nuevos materiales disminuye con el tiempo.

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## **INTRODUCTION**

IKEA est une entreprise de meubles fondée en Suède en 1943, qui se concentre sur la fourniture de meubles modernes à des prix abordables pour les gens ordinaires. La vision d'IKEA est de « créer une meilleure vie quotidienne pour le plus grand nombre. Notre idée d'entreprise soutient cette vision en offrant

une large gamme de produits d'ameublement bien conçus et fonctionnels à des prix si bas que le plus grand nombre de personnes possible pourra se les permettre. Le fondateur Ingvar Kamprad voulait refléter l'indépendance et le succès à long terme dans la structure de propriété d'IKEA. Depuis 1982, IKEA appartient à la fondation IKEA aux Pays-Bas. IKEA n'utilise ses bénéfices qu'à des fins de réinvestissement, à des fins caritatives par l'intermédiaire de la Fondation IKEA ou conservés comme réserve financière pour des investissements futurs.

Suivant sa vision, IKEA a déployé de nombreux efforts en matière de durabilité, réduisant ainsi son empreinte sur l'environnement. En 2011, IKEA a nommé Steve Howard au poste de directeur du développement durable, qui était responsable de la stratégie de développement durable de l'entreprise, visant à améliorer les performances environnementales et sociales tout en limitant l'impact des impacts d'IKEA sur l'environnement. Howard croit fermement que la durabilité sera l'un des principaux facteurs qui façonneront la société et les entreprises au cours de ce siècle (Miller, s.d.).

Pendant, IKEA a encore beaucoup de place pour réduire son impact sur l'environnement. En tant que membre de l'industrie du meuble, IKEA utilise une énorme quantité de bois. En tant que géant de l'industrie, IKEA utilise environ 1% du bois total mondial (Kelly, 2012). La filiale d'IKEA, Swedwood, s'occupe de la production de tous les meubles à base de bois d'IKEA (IKEA Manufacturing Subsidiary, 2006). Actuellement, 61 % du bois d'IKEA provient de sources durables et, bien que cela puisse sembler un pourcentage élevé, une grande partie de leur approvisionnement en bois important n'est toujours pas source durable (Rapport sur le développement durable du groupe IKEA, 2016). Bien qu'une grande majorité des produits IKEA soient fabriqués à partir de panneaux de particules plutôt que de bois massif, une grande quantité de pâte de bois entre dans la fabrication de panneaux de particules (Making Solid Wood, 2015).

En outre, IKEA utilise une grande quantité d'huile de palme dans ses produits. Le point de fusion élevé de l'huile de palme la rendait idéale pour les articles emballés. C'est un ingrédient que l'on retrouve actuellement dans environ 50% de nos produits quotidiens et malheureusement, il est nocif pour l'environnement (Peters, 2015). IKEA utilise de l'huile de palme dans ses bougies et son bois. Bien que cette huile de palme provienne de sources durables certifiées séparées, elle ajoute toujours de la pollution et des gaz à effet de serre dans l'atmosphère (Rapport sur le développement durable du groupe IKEA, 2016). Les palmiers prospèrent dans les climats chauds et tropicaux et, par conséquent, l'Indonésie et la Malaisie sont devenues les principales sources de production d'huile de palme. En raison de la forte demande de palmiers, plus de 17 millions de pieds carrés de terres sont nettoyés par heure afin de faire de la place pour les palmiers dans ces régions tropicales. La production d'huile de palme a fait perdre à la population d'orang-outans 90% de son habitat total au cours des deux dernières décennies (Good, 2015). À l'aide d'une analyse documentaire approfondie, notre document vise à fournir des solutions et des moyens de mise en œuvre pour utiliser moins de bois et trouver un matériau de substitution à l'huile de palme afin d'améliorer les performances d'IKEA en matière de développement durable.

## CONCLUSION

IKEA devrait s'engager dans deux activités pour améliorer sa stratégie actuelle de développement durable : remplacer les panneaux de particules traditionnels par l'une des options de remplacement durables (panneaux biocomposites Environ, Woodstark ou PrimeBoard) et investir dans Kiverdi. Avec le remplacement des panneaux de particules traditionnels par des panneaux biocomposites Environ / Woodstark / PrimeBoard, IKEA devra trouver de nouveaux fournisseurs. Afin de trouver ces fournisseurs, IKEA doit utiliser des processus afin de s'assurer que leurs besoins seront satisfaits et que les fournisseurs ont les mêmes normes qu'IKEA. Avec l'investissement dans Kiverdi, IKEA devra travailler avec eux par le biais de la recherche et du développement collaboratifs, ainsi que les motiver avec des récompenses et des incitations. Parallèlement à cela, IKEA devra s'engager dans des processus pour s'assurer que Kiverdi est un fournisseur à la hauteur des normes d'IKEA.

Malheureusement, les deux solutions s'accompagnent d'obstacles. Avec la transition des panneaux de particules traditionnels vers une alternative durable, IKEA pourrait devoir modifier ses processus de

production. Parallèlement à cela, le nouveau matériau sera coûteux et IKEA pourrait avoir du mal à trouver un fournisseur capable de produire les grandes quantités dont IKEA aura besoin. Si ces matériaux sont plus chers, IKEA pourrait devoir augmenter leurs prix, ce qui irait à l'encontre de leur modèle commercial actuel. En investissant dans Kiverdi, IKEA investira beaucoup de capitaux dans un projet risqué. Si Kiverdi réussit et qu'IKEA est l'un des premiers à l'adopter, ils devraient augmenter leurs prix pour compenser cette nouvelle huile de palme synthétique. L'augmentation des prix comporte des risques, car les consommateurs peuvent se tourner vers des concurrents dont les prix resteront les mêmes en continuant à utiliser de l'huile de palme traditionnelle.

Bien que les deux solutions comportent des risques et des stipulations, nous pensons qu'il serait dans l'intérêt d'IKEA d'aller de l'avant et d'aller de l'avant avec ces efforts de durabilité. À court terme, IKEA serait confronté à beaucoup de risques et cela coûterait cher. À long terme, nous pensons que s'engager dans ces activités donnerait à IKEA un avantage concurrentiel sur ses concurrents ainsi qu'une augmentation des profits à mesure que le coût de ces nouveaux matériaux diminue au fil du temps.

### **TRANSLATED VERSION: GERMAN**

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Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

### **EINLEITUNG**

IKEA ist ein Möbelunternehmen, das 1943 in Schweden gegründet wurde und sich darauf konzentriert, moderne Möbel zu erschwinglichen Preisen für den normalen Menschen anzubieten. Die Vision von IKEA ist es, "einen besseren Alltag für die vielen Menschen zu schaffen. Unsere Geschäftsidee unterstützt diese Vision, indem wir eine breite Palette an gut gestalteten, funktionalen Einrichtungsprodukten zu Preisen anbieten, die so niedrig sind, dass sich möglichst viele Menschen diese leisten können." Gründer Ingvar Kamprad wollte Unabhängigkeit und langfristigen Erfolg in der Eigentümerstruktur von IKEA widerspiegeln. Seit 1982 gehört IKEA der IKEA Foundation in den Niederlanden. IKEA verwendet seine Gewinne nur für Reinvestitionen, wohltätige Zwecke über die IKEA Foundation oder als finanzielle Reserve für zukünftige Investitionen.

Seiner Vision folgend, hat IKEA viele Anstrengungen in Bezug auf Nachhaltigkeit unternommen und seinen ökologischen Fußabdruck reduziert. Im Jahr 2011 ernannte IKEA Steve Howard zum Chief Sustainability Officer, der für die Nachhaltigkeitsstrategie des Unternehmens verantwortlich war, die darauf abzielte, die ökologische und soziale Leistung zu verbessern und gleichzeitig die Auswirkungen der IKEA auf die Umwelt zu begrenzen. Howard ist fest davon überzeugt, dass Nachhaltigkeit einer der Hauptfaktoren sein wird, die Gesellschaft und Wirtschaft in diesem Jahrhundert prägen (Miller, nd).

Es gibt jedoch viel Spielraum für IKEA, um seine Auswirkungen auf die Umwelt zu reduzieren. Als Mitglied der Möbelindustrie verwendet IKEA enorm viel Holz. Als Branchenriese verwendet IKEA etwa 1% des gesamten Holzes der Welt (Kelly, 2012). Die IKEA-Tochtergesellschaft Swedwood übernimmt die Produktion aller Holzmöbel von IKEA (IKEA Manufacturing Subsidiary, 2006). Derzeit stammen 61 % des Holzes von IKEA aus nachhaltigen Quellen, und obwohl dies wie ein großer Prozentsatz erscheinen mag, wird immer noch ein großer Teil des Holzangebots nicht nachhaltig bezogen (IKEA Konzern-Nachhaltigkeitsbericht, 2016). Obwohl die überwiegende Mehrheit der IKEA-Produkte aus Spanplatten



und nicht aus Massivholz hergestellt wird, fließt eine große Menge Zellstoff in die Herstellung von Spanplatten (Making Solid Wood, 2015).

Darüber hinaus verwendet IKEA eine große Menge Palmöl in seinen Produkten. Der hohe Schmelzpunkt von Palmöl machte es ideal für verpackte Artikel. Es ist eine Zutat, die derzeit in etwa 50% unserer täglichen Produkte zu finden ist und leider schädlich für die Umwelt ist (Peters, 2015). IKEA verwendet Palmöl für Kerzen und Holz. Obwohl dieses Palmöl aus zertifiziert getrennten nachhaltigen Quellen stammt, fügt es der Atmosphäre immer noch Verschmutzung und Treibhausgase hinzu (IKEA Group Sustainability Report, 2016). Palmpflanzen gedeihen in warmen, tropischen Klimazonen und daher sind Indonesien und Malaysia zu den Hauptquellen für die Palmölproduktion geworden. Aufgrund der hohen Nachfrage nach Palmkulturen werden über 17 Millionen Quadratmeter Land pro Stunde gereinigt, um Platz für Palmpflanzen in diesen tropischen Regionen zu schaffen. Die Palmölproduktion hat dazu geführt, dass die Orang-Utan-Population in den letzten zwei Jahrzehnten 90% ihres gesamten Lebensraums verloren hat (Good, 2015). Unter Verwendung einer umfangreichen Literaturrecherche zielt unser Papier darauf ab, Lösungen und Umsetzungsmöglichkeiten aufzuzeigen, um weniger Holz zu verwenden und Ersatzmaterial für Palmöl zu finden, um die Nachhaltigkeitsleistung von IKEA zu verbessern.

## **SCHLUSSFOLGERUNG**

IKEA sollte zwei Aktivitäten ergreifen, um seine aktuelle Nachhaltigkeitsstrategie zu verbessern: Ersetzen Sie traditionelle Spanplatten durch eine der nachhaltigen Ersatzoptionen (Environ Biocomposite Board, Woodstalk oder PrimeBoard) und investieren Sie in Kiverdi. Mit dem Ersatz herkömmlicher Spanplatten durch Environ Bioverbundplatten/Woodstalk/PrimeBoard muss IKEA neue Lieferanten finden. Um diese Lieferanten zu finden, muss IKEA Prozesse anwenden, um sicherzustellen, dass ihre Bedürfnisse erfüllt werden und dass die Lieferanten die gleichen Standards haben wie IKEA. Mit der Investition in Kiverdi muss IKEA mit ihnen durch gemeinsame Forschung und Entwicklung zusammenarbeiten und sie mit Belohnungen und Anreizen motivieren. Darüber hinaus muss IKEA Prozesse durchführen, um sicherzustellen, dass Kiverdi ein Lieferant ist, der den Standards von IKEA entspricht.

Leider kommen bei beiden Lösungen Hindernisse. Mit dem Übergang von traditionellen Spanplatten zu einer nachhaltigen Alternative muss IKEA möglicherweise seine Produktionsprozesse ändern. Außerdem wird das neue Material teuer und IKEA könnte Schwierigkeiten haben, einen Lieferanten zu finden, der in der Lage ist, die großen Mengen zu produzieren, die IKEA benötigt. Wenn diese Materialien teurer sind, muss IKEA möglicherweise ihre Preise erhöhen, was ihrem aktuellen Geschäftsmodell zuwiderlaufen würde. Mit der Investition in Kiverdi wird IKEA viel Kapital in ein riskantes Projekt investieren. Wenn Kiverdi erfolgreich ist und IKEA ein Early Adopter ist, sollten sie ihre Preise erhöhen, um dieses neue synthetisch hergestellte Palmöl zu kompensieren. Preiserhöhungen sind mit Risiken verbunden, da die Verbraucher ihr Geschäft an Wettbewerber abgeben können, deren Preise durch die weitere Verwendung von traditionellem Palmöl gleich bleiben.

Obwohl beide Lösungen mit Risiken und Auflagen verbunden sind, glauben wir, dass es im besten Interesse von IKEA wäre, diese Nachhaltigkeitsbemühungen voranzutreiben. Kurzfristig wäre IKEA einem großen Risiko ausgesetzt und es wäre finanziell kostspielig. Langfristig glauben wir, dass die Beteiligung an diesen Aktivitäten IKEA einen Wettbewerbsvorteil gegenüber seinen Mitbewerbern verschaffen und den Gewinn steigern würde, da die Kosten für diese neuen Materialien im Laufe der Zeit sinken.

## **TRANSLATED VERSION: PORTUGUESE**

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

## **VERSÃO TRADUZIDA: PORTUGUÊS**

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

### **INTRODUÇÃO**

A IKEA é uma empresa de mobiliário fundada na Suécia em 1943, com foco no fornecimento de mobiliário moderno a preços acessíveis para as pessoas comuns. A visão da IKEA é "criar uma vida quotidiana melhor para muitas pessoas. Nossa ideia de negócio apoia essa visão, oferecendo uma ampla gama de produtos de mobiliário doméstico funcionais e bem projetados a preços tão baixos que o maior número possível de pessoas poderá comprá-los." O fundador Ingvar Kamprad queria refletir a independência e o sucesso a longo prazo na estrutura de propriedade da IKEA. A partir de 1982, a IKEA passou a ser propriedade da fundação IKEA nos Países Baixos. A IKEA apenas utiliza os seus lucros para fins de reinvestimento, caridade através da Fundação IKEA, ou mantidos como reserva financeira para futuros investimentos.

Seguindo a sua visão, a IKEA tem exercido muitos esforços em matéria de sustentabilidade, reduzindo a sua pegada no ambiente. Em 2011, a IKEA nomeou Steve Howard como seu Diretor de Sustentabilidade, que era responsável pela estratégia de sustentabilidade da empresa, com o objetivo de melhorar o desempenho ambiental e social, limitando o impacto que os impactos da IKEA tiveram no meio ambiente. Howard acredita firmemente que a sustentabilidade será um dos principais fatores que moldam a sociedade e os negócios durante este século (Miller, s.d.).

No entanto, há muito espaço para a IKEA reduzir o seu impacto no ambiente. Como membro da indústria do mobiliário, a IKEA utiliza uma enorme quantidade de madeira. Como gigante da indústria, a IKEA utiliza cerca de 1% do total de madeira do mundo (Kelly, 2012). A empresa subsidiária da IKEA, Swedwood, lida com a produção de todos os móveis à base de madeira da IKEA (IKEA Manufacturing Subsidiary, 2006). Atualmente, 61% da madeira da IKEA é de origem sustentável e, embora isso possa parecer uma grande porcentagem, ainda há uma grande parte de seu suprimento de madeira pesada não proveniente de forma sustentável (Relatório de Sustentabilidade do Grupo IKEA, 2016). Embora a grande maioria dos produtos da IKEA seja feita de aglomerado em vez de madeira maciça, uma grande quantidade de polpa de madeira vai para a fabricação de aglomerado (Making Solid Wood, 2015).

Além disso, a IKEA utiliza uma grande quantidade de óleo de palma nos seus produtos. O alto ponto de fusão do óleo de palma o tornou ideal para itens embalados. É um ingrediente que atualmente pode ser encontrado em cerca de 50% de nossos produtos diários e, infelizmente, é prejudicial ao meio ambiente (Peters, 2015). A IKEA utiliza óleo de palma nas suas velas e madeira. Embora este óleo de palma provenha de fontes sustentáveis segregadas certificadas, ainda adiciona poluição e gases de efeito estufa à atmosfera (Relatório de Sustentabilidade do Grupo IKEA, 2016). As plantas de palmeira prosperam em climas quentes e tropicais e, portanto, a Indonésia e a Malásia tornaram-se as principais fontes de produção de óleo de palma. Devido à alta demanda de culturas de palmeira, mais de 17 milhões de pés quadrados de terra são limpos por hora, a fim de abrir espaço para as plantas de palmeira nessas regiões tropicais. A produção de óleo de palma fez com que a população de orangotangos perdesse 90% de seu habitat total nas últimas duas décadas (Good, 2015). Usando uma extensa revisão da literatura, o nosso artigo visa fornecer soluções e formas de implementação para usar menos madeira e encontrar material substituto para o óleo de palma, a fim de melhorar o desempenho de sustentabilidade da IKEA.

### **CONCLUSÃO**

A IKEA deve envolver-se em duas atividades para melhorar a sua atual estratégia de sustentabilidade: substituir o aglomerado tradicional por uma das opções de substituição sustentável (placa de biocompósito Environ, Woodstark ou PrimeBoard) e investir na Kiverdi. Com a substituição do aglomerado tradicional

pela placa biocompósita Environ/Woodstalk/PrimeBoard, a IKEA terá de encontrar novos fornecedores. Para encontrar estes fornecedores, a IKEA deve utilizar processos para garantir que as suas necessidades serão satisfeitas e que os fornecedores têm os mesmos padrões que a IKEA tem. Com o investimento em Kiverdi, a IKEA terá de trabalhar com eles através de investigação e desenvolvimento colaborativos, bem como motivá-los com recompensas e incentivos. Junto com isso, a IKEA precisará se envolver em processos para garantir que a Kiverdi seja um fornecedor que esteja à altura dos padrões da IKEA.

Infelizmente, com ambas as soluções vêm impedimentos. Com a transição do aglomerado tradicional para uma alternativa sustentável, a IKEA pode ter de mudar os seus processos de produção. Junto com isso, o novo material será caro e a IKEA pode ter problemas para encontrar um fornecedor capaz de produzir as grandes quantidades que a IKEA precisará. Se esses materiais forem mais caros, a IKEA pode ter que aumentar seus preços, o que iria contra seu modelo de negócios atual. Com o investimento em Kiverdi, a IKEA colocará muito investimento de capital em um projeto arriscado. Se o Kiverdi for bem-sucedido e a IKEA for uma das primeiras a adotar, eles devem aumentar seus preços para compensar esse novo óleo de palma feito sinteticamente. Aumentar os preços vem com risco porque os consumidores podem virar e dar seus negócios a concorrentes cujos preços permanecerão os mesmos, continuando a usar o óleo de palma tradicional.

Embora ambas as soluções venham com riscos e estipulações, acreditamos que seria do melhor interesse da IKEA ir em frente e avançar com estes esforços de sustentabilidade. No curto prazo, a IKEA estaria enfrentando muito risco e seria financeiramente caro. A longo prazo, acreditamos que o envolvimento nestas atividades daria à IKEA uma vantagem competitiva sobre os seus concorrentes, bem como um aumento nos lucros, uma vez que o custo destes novos materiais diminui ao longo do tempo.