

Concept Document

Developing a Recruitment campaign for IKEA.



00

Chapter

Index

01. INTRODUCTION	03
	03
02. METHODS	05
Requirements	05
Message to Deliver	06
Persona	05
Brainstorms	08
Idea Generation Grid	08
PMI Method	10
03. CONCEPT	13
Looking Box	13
Time Framed Question	13
Interactive Journey	14
Rewards	14
04. PROMOTION CAMPAIGNS	15
Looking Box	15
IKEA Pencil	15
Social Media	16
05. CONCLUSION	19
06. LIST OF REFERENCES	21

01

Chapter

Introduction

At the end of the research phase we have found a lot of interesting information about the target group and how to approach them and which tools we are going to use to do this. We based our research on a main question and several subquestions. The revised version of the main question is:

'How can we increase the awareness of the IKEA Employer Brand to high educated logistic students and graduates and interest but also motivate them to start a career at IKEA using an interactive and creative online platform?'

The most important main findings from this phase are:

- Students have no insight in the logistic world of IKEA
- Seek appealing ways to interact with logistic students
- Use digital storytelling and gamification as tools to communicate and connect
- Use interactive marketing to get their attention

In the concept phase we thought about which tools to use to attract more high educated logistic students to IKEA because they do not have enough new applicants in this department. Next to this we also tried to think how to deliver the four benefits which IKEA wants to show to the target group namely:

*// Interesting jobs
// Career opportunities
// Entrepreneurship
// Company Culture*

It was challenging to come up with a solution that communicates all four of the benefits since you have to think of an order of priority. So therefore we decided to focus on communicating less benefits. Using our research and output from the interviews with the target group we concluded that "career opportunities" and the "entrepreneurship" benefits are the most valuable for students and graduates. So together with the research findings and our own creativity we have come up with three different concepts for the future product, together with campaigns to promote it.

We found our inspiration in other companies' recruitment campaigns and various tools. Some of the campaigns were successful, some were not. What we are trying to reach is a product that will be innovative on one hand and will include the best from the other

campaigns on the other hand.

Our goal is to create a product/tool for recruiting that will show that IKEA is not only the leading furniture maker but also a great employer, which can give their employees a lot of benefits.

In this document you will find the three concepts that we have been working on in order to answer the phrased research questions.

02

Chapter

Methods

The most common method we used during the concept phase was brainstorming. We had several brainstorm sessions and workshops on different subjects starting with the requirements from the users', clients' and our own point of view and ending with the functionality of the product.

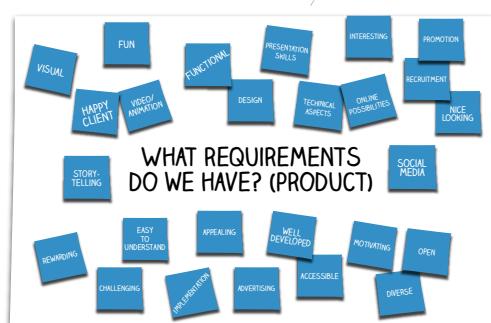
Requirements

After defining the main message we started thinking of requirements that IKEA has for the future product. With the help of some conceiving methods such as brainstorming and by using the information we got from the meeting with Colinda Dijkstra and interview with Mandy Kouwenhoven we made a list of requirements:

- // Increase engagement between brand and target group
- // To create a bigger network
- // Interesting
- // Should communicate the 4 benefits
- // Accessible
- // Increase awareness
- // Stand-alone product/campaign (thus no connection to the consumer brand)
- // Result-orientated
- // Creative
- // Appealing
- // Communicative

// Cost-conscious

Next to IKEAs' requirements we also had brainstorm sessions on topics such as "what the client wants/does not want", "what the user wants/does not want", "what requirements do we have".





Figures 1. Requirements analyzed

Message to deliver

The first thing we had to decide was the message that we want to deliver to the target group and we came up with the message that is shown below:

'IKEA is out there as an interesting employer'

However this message itself is not enough. To attract students we also need to show them why IKEA is more interesting than other companies. In other words; which of the benefits are the most attractive for the students and graduates. In order to do this we have made a grid. With this we can easily see which benefits are unique in comparison to other companies and also which benefits are the most important to the target group.

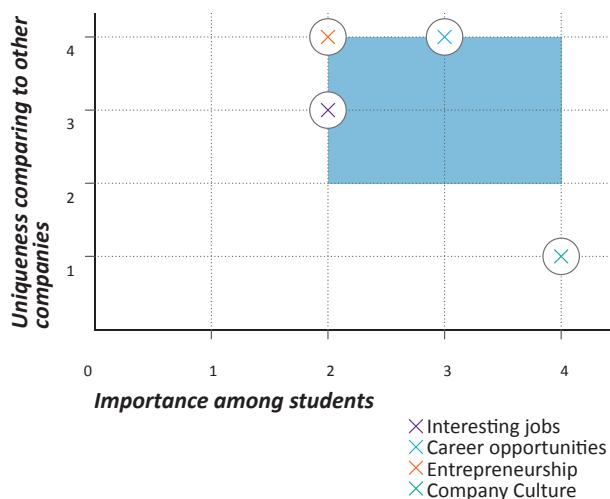


Figure 2. Matching the uniqueness and the importance of different values

We took 0 as the minimum weight and 4 as the highest. The benefits which appear in a red block are the benefits to deliver to the target group because they are both unique and important for the target group. Though the company culture is very popular among students (see figure 2) it is hard to say that it is very unique. Nowadays a lot of companies try to keep strong company culture. So it does not provide IKEA with a very competitive advantage in this field. Interesting jobs were less popular among students but in this case the divers and developing character of the job is more unique. The fact that you can start as a co-worker in logistics department and end up in a HR department is not common at other companies but pretty usual at IKEA. As it is shown on the grid, interesting jobs are in the red block. However, it can also refer to career opportunities.

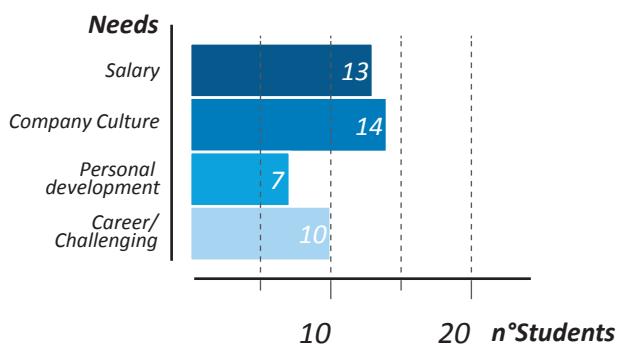


Figure 3. Students' values during the job searching process

Interviews have shown us that career opportunities were on the second place after the company culture when speaking of values that students are searching for in a company.

The unique thing IKEA can offer to its employees is to grow not only vertically (as with other companies do meaning promotion to a higher function) but also horizontally (meaning developing your skills and competences).

The popularity amongst students and the uniqueness of this benefit brought it to the blue block. The same thing happened to entrepreneurship.

To sum up: the two benefits we have decided to communicate are career opportunities and entrepreneurship.

Persona

To create a more clear view of the target group we created a persona. Robert Beentjes is a fictional character, but his story is based on the output from the interviews. We see him as an archetype.



Name: *Robert Beentjes*

Age: 23

Twenty-three-year-old Robert Beentjes is a graduating student of Supply Chain Management at the Hogeschool van Amsterdam. The thing that he loves about logistics is the fact that the logistics field of study offers a level of stability that is not going to disappear in the near future and will continue to transform itself and offer new challenges and opportunities.

When Robert was sixteen he worked at Albert Heijn to earn some extra money. However, when he was asked to work in the warehouse of his local Albert Heijn at some point, he realized that he enjoys the processes around logistics and eventually that became one of the main reasons he chose for logistic studies. Albert Heijn also gave him an opportunity to learn and work at the same time while attending school, but he rejected this offer. Not only did Robert want to dedicate himself to his study but he also believed that Albert Heijn is not the company he wanted to start a career. Coupled with his interest in the logistic working field he also liked to spend his free time playing RTS (real-time strategy) games, in which there are some elements that are related to logistics. And frankly saying, he was very good at it. So that was the second reason he is studying logistics now.

After the second year of his study he needed to apply for an internship at a company. Since he started to search for it quite late (comparing to other students) most places were taken. So he found a company called Mondial Logistics. He liked the job and the

tasks he performed but only during the first months. Later he realized that it was not the thing he had in mind for his dream job. All the tasks looked like a daily routine and he also understood that he did not develop himself very much, which is very important for him.

Back to the present days, as it was already mentioned before, Robert is now graduating. He is completing his thesis but with that he understands that it is time to look for a real job. He had some conversations with his teacher and Robert totally agrees with him that he needs to orientate himself. That is basically what he is doing now.

He knows what is important for him. What he seeks in a company are wide career opportunities, possibilities to develop himself, chance to use the knowledge he got at school, strong company culture is also on that list. Robert is also sure that the work he is looking for should be challenging. He already asked his friends about companies that they have in mind and searched on the Internet. But most of the times both of those sources keep naming industry giants such as KLM, PostNL, Phillips etc. but he doesn't feel that the company structure will suit him.

Nevertheless, he has already found couple of companies that really interested him but he believes that he hasn't found the company that suits him the best and keeps searching.

Brainstorms

We started our brainstorms with the questions like “what is important for graduates”, “how can IKEA reach the right people”. For this kind of questions we had a very good base made from the interviews.



Figures 4. Brainstorm example sheet "What is important for graduates?"



Figures 5. Brainstorm example sheet “How can IKEA reach the right people?”



Figures 6. Brainstorm example sheet “How can storytelling/gamification help IKEA’s problems?”



Figures 7. Brainstorm example sheet ‘How can IKEA recruit students?’

Idea generation Grid

Thereafter, to come up with something more ‘tangible’ we used the Idea generation grid. Its headings represent the possible tools that could be used in a future product, i.e. social media that could be used, the tone of voice that could be used. Also the benefits or the messages that we want to communicate. With its help it is easy to see with which tool each of the benefits could be delivered to the target group. With the help of this grid we came up with approximately 100 ideas. However, we needed only 3 of them so we had to find the way how to proceed all this information.

BENEFITS & MEDIA

	IKEA CULTURE	ENTREPRENEURSHIP	INTERESTING JOBS	CHALLENGING	PERSONAL DEVELOPMENT	DIVERSITY MANAGE OPERATE
GAME		SEEK BETTER PROCESS WAYS WITHIN THE LOGISTICS WORLD	POINT&CLICK THROUGH AN IKEA STORE ON A NORMAL WORKING DAY	IKEA PORTAL GAME QUES THROUGH THE STORE	GAIN EXPERIENCE WITH MINI-GAMES	MINI-GAMES (30 SEC.)
VIDEO {INTERACTIVE}	ABSTRACT IKEA WORLD WHERE YOU CAN NAVIGATE THROUGH	INSTRUCTION BOOKLET	COLLECT A CHAIR!	2D GAME (MARIO STYLE)	THE IMAGE THEN IT GOES 'REAL'	
SOCIAL MEDIA	FACEBOOK OR LINKEDIN PAGE THAT BREATS IKEA	INSTRUCTION RECRUITMENT CAMPAIGN WITH THE MOST FRIENDS	LINKEDIN DISCUSSION UNANNOUNCED JOB FAIR	BLOG: TELL YOUR OWN STORY		
GUERRILLA {INTERVENTION}	DO YOU HAVE THE GUTS FOR IKEA?	COMMERCIAL WITH STORIES OF STUDENTS	COLOUR EVERYTHING	RANDOM DUDE PROMOTED JOB AT IKEA	INSTRUCTION BOOKLET (LIKE INSTRUCTION MANUAL)	
INTERACTIVE AD {NORMAL}	COMMERCIAL WITH STORIES OF STUDENTS	DIFFERENT JOBS WITHIN IKEA STORE	IKEA PENCIL DURING EXAMS	LOOKING BOX WITH QRcode (AT SCHOOL)	AR PROFILE LIKE A TAMAGOTCHI	BY NAVIGATION ON THE PERSONELL YOUR PHONE RECOGNIZES THE TASKS HE/SHE SHOULD PERFORM
AUGMENTED REALITY			IKEA LINKED IN APP (MOBILE)	COLLECT BADGES AND COMPLETE TASKS	APP: PERSONAL DEVELOPMENT PLAN	
APP					TEAM CHALLENGE ON A CARRIER STAND	
INSTALLATION	COMMERCIAL WITH STORIES	INTERACT WITH BEAMED FORNITURE				
WORKSHOP	ARE YOU READY TO MANAGE AN IKEA'S WAREHOUSE?	TALK/ASK LOGISTIC MANAGERS	WORKSHOP 'DIRTY HANDS'			
AUDIO	LET'S HAVE A TALK!					

PMI Methods

During one of the workshops held by the lecturer from Hogeschool van Amsterdam we were introduced to the PMI method.

PMI tool was developed by Edward de Bono and was published in his 1982 book, "De Bono Thinking Course".

PMI helps to weight all the pros and the cons of a decision against each other. It is also useful for structuring your way of thinking so that before an opinion is formed, you explore the up sides, the down sides, and the interesting points of the issue. When you form your opinion, it will include more points of view to help you make a more balanced decision.

To make it more effective, we were limited to 3-minutes brainstorm sessions – one minute on all the plus points, one minute on all the minus points and one minute on the interests of the idea.

The criteria are explained:

// Plus

What are the positive aspects of each idea/cluster?

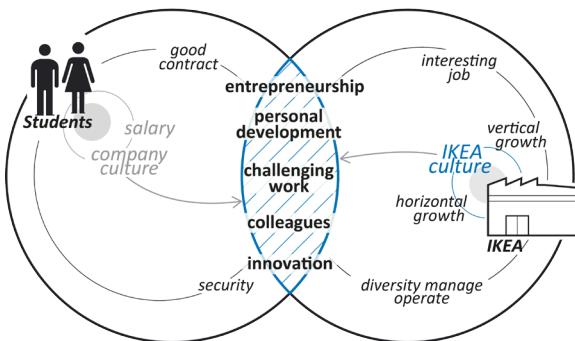
// Minus

What are the negative aspects of each idea/cluster?

// Interesting

What are interesting points one should think about when creating an idea?

In order to point out the right positive and negative aspects we used the chart from the research document, which represents where the students' needs meets what IKEA has to offer them.



Figures 9. Matching needs grid

LOGISTIC MINI-GAMES 30 SEC. EACH



Figures 10. Using PMI method example

LIFESTYLE APPLICATION



Figures 11. Using PMI method example

POINT&CLICK



Figures 12. Using PMI method example

INTERACTIVE STORY



Figures 13. Using PMI method example

By using the PMI method we filtered all the ideas and selected the most valuable ones.

The next step was to compare the best elements of each concept and also decide which concept is most suitable for which medium. Besides this we also had to evaluate which concept connects to the students' and IKEAs' wants and needs in the best way.

However, we noticed that some of them could be modified and maybe even combined. So after a few more brainstorm sessions we found several ways to do this and as a result we came up with three concepts, which are presented in the next chapter.



Figures 14. Best Ideas

03

Chapter

Concept

Looking box

This is an interactive story that tells the tale of IKEA. It starts off with an introduction and it asks you to select your study.

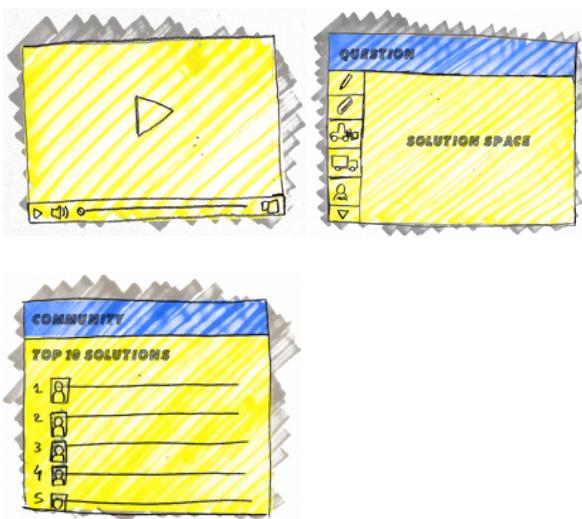


Figures 14. Looking box concept visualization

If this study is logistics then the user gets presented with three mini games, which reflect real life challenges within this field. If the study selected, isn't a logistical study the users proceeds with three different mini games. One of each department: Interior Design, Logistics and Sales.

Time framed question

This is comparable to the interactive story but has more emphasis on a problem that needs solving using your own creativity and knowledge. However it starts with an introduction which can also be interactive.



Figures 14. Looking box concept visualization

This concept has a more serious approach towards the hiring procedure. To perform this concept a website should be devel-

oped. It starts with an interactive video that shows the benefits of IKEA as an employer. After that it presents the user with a challenge they have to solve in their own creative way (the challenge is presented in some form of an open question). To make it more challenging the questions could be customized and updated regularly to meet IKEA's demands.

The open platform gives the target group the freedom to be innovative and creative within IKEA. The most creative and innovative solution has a legitimate chance to get an interview with a recruiter. Aside from this all the ideas will be presented on some kind of leaderboard so students will be able to compare his/her ideas with others and a competitive element is present.

Interactive journey

This is an interactive journey through a website, where the user travels through the IKEA world. This journey is similar to an ecosystem - an effect at the start of the chain can have great consequences at the end. This idea makes the impression that logistics is a part of a whole; it is a process which has room for fine-tuning.

Rewards

To motivate people in completing the tasks we think that rewards should be presented. It could be small things like a package of Swedish meatballs or something like trip to Sweden. But also an interview with a recruiter can be an attractive reward. However, all of this should be discussed in order to agree if any kind of rewards should be used or not.

04

Chapter

Promotion Campaign

Even if a product is believed to have a great success it will never happen without any promotion before or during the launch. So to be able to let the target audience know about the existence of the product we had to think about possible promotion campaigns.

With the help of the idea generation grid that was shown on the figure 7 we also came up with some ideas for campaigns. Aside from the grid we also used the PMI tool in order to sort out the ideas.

As a result we chose three campaigns that are presented below.

Looking box



This idea consists of a so-called looking box that everyone had to make when they were in primary school. A small box that has an opening on one side that shows a story when you look into it.

But instead of actually building something inside it we are planning to put a QR-code on the front that can be scanned by a smartphone or any other device. To

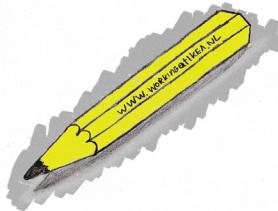
attract attention any catchy phrase could be added, for example:

// IKEA, *The world full of opportunities*
// IKEA, *Work smart not hard*

When the user scans this code they will be redirected to a website that shows the story of IKEA and its logistic world.

The strength of this concept is that the box is something solid and can be presented at universities, job fairs and other frequently visited places by the target group so they could be easily found. It makes the target group curious to find out what is in it and has an innovative character since this is something that has not been done by other companies.

IKEA Pencil



In this case the campaign literally comes into the students' hands. The idea is to take the familiar IKEA pencil and print our URL on it together with a nice catchphrase.

The pencils could then be handed out to students at universities or at their exams for example.

Through this way we can create a cost-conscious, simple and effective marketing tool to increase the awareness of our product. Based on the values that are really important to IKEA and are therefore also important to communicate to the target group. On top of that it is also a nice gadget to receive since it is actually a useful item instead of just a flyer, button, sticker or other promotional items.

Social Media

The final marketing tool to campaign our product is a social media page/community where the product is actively promoted and where users can meet each other and discuss their visions and opinions on the product.

Social media can spread an idea, product or service like a wildfire and is often used in the introduction phase of a new concept, product, brand or service. It also connects really well to the target group since most of them are actively engaged on social media platforms such as Facebook, Twitter or LinkedIn.

05

Chapter

Conclusion

Using various methods and brainstorming on the different topics we have come up with 3 concepts of a future product:

*// Looking Box
// Time Framed Question
// Interactive Journey*

Each of the concepts represents IKEA's benefits. However, we decided not to communicate all the four benefits – interesting jobs, entrepreneurship, career opportunities and IKEA culture. In order to choose which benefits to communicate we have made a grid that matches the importance among students and the uniqueness among other companies. As a result we made the decision to focus on two benefits, namely entrepreneurship and career opportunities.

Next to these concepts we also came up with several promotion campaigns:

*// Looking box
// IKEA Pencil
// Social Media*

These campaigns will attract the target group and create awareness.

The presented concepts are not final and do require further development. After elaborating the concepts the final decision will be made.

06

Chapter

List of References

01. Elgazzar, Feenstra, Genemans, Turina, Vakhrusheva (2012). *Research Document "Developing a recruitment for IKEA"*, v 0.3
02. BLR. (2006). Best Practices in Recruitment and Retention.
From: <http://www.attcnetwork.org/explore/priorityareas/wfd/grow/documents/Best%20Practices%20in%20Recruitment%20and%20Retention.pdf>
03. A.Wheeler. (2009). *Design Brand Identity: a complete guide*. Wiley.
04. Mind Tools. (24 October 2012). Plus, Minus, Interesting. Weighing the Pros and Cons of a Decision.
From: http://www.mindtools.com/pages/article/new-TED_05.htm
05. Source of Insight. (2009). How To Use the PMI Technique to Improve Your Thinking.
From: <http://sourcesofinsight.com/avoid-the-intelligence-trap/>
06. Inter IKEA Systems B.V. IKEA. (2011). *IKEA Supplying. We are all in it together*.
07. Inter IKEA Systems B.V. IKEA. (2010). *In the footsteps of Ingvar Kamprad*.
08. Inter IKEA Systems B.V. IKEA. (2008). *Operating an IKEA store. An introduction to the logistics process*.

Solve-ation group.

Mail. solve.ation@gmail.com

Blog. medialab.hva.nl/ikea