



# Welcome to Kreativstorm 🧠 and our IKEA Case Study Task

Thank you for your interest in Kreativstorm. This case-based exercise is an important part of our evaluation process and gives you a chance to demonstrate how you think through complex organizational challenges using a structured framework. This task has been designed to test your ability to extract relevant insights from context-rich data, apply structured thinking using a strategic framework and communicate recommendations clearly and concisely.

## Your task:

Your task is to carry out a structured analysis of IKEA India's internal alignment challenges using the Deloitte-Marzo 9S Matrix. This framework builds on the classic 7-S model, providing a more complete view of how different parts of an organization align. Your task is to develop a clear, well-organized analysis that can support discussion and decision-making in a case study setting.

The PDF you received via email contains all the data you need to complete this task.

**Please read the whole instruction below before you begin.**

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## What you will have to do - step by step

### Step 1

List all 9 "S" dimensions.

## Step 2

For each of the 9 "S" dimensions write 2-3 sentences identifying key misalignments at IKEA India. Use specific, observable evidence from the case study PDF. Focus on clarity and relevance - not textbook theory.

## Step 3

In 100-200 words, answer the following question:

*"How do the two Marzo additions reveal alignment issues that the classic 7-S model would likely overlook?"*

## Step 4

Reflect on how misalignment spreads in complex systems. In 100-200 words, answer the following:

*"How does influence flow between key elements in the organization, and how does this affect overall alignment in the IKEA India case?"*

Your response should reflect:

- How misalignment in one area can influence others
- Where structural or cultural friction might originate and propagate

## Step 5

For each "S" element, suggest one specific action IKEA India could take to improve alignment in that area.

- Your recommendation should be practical and relevant to the challenges described in the case
- Keep each response brief and focused - no more than 1-2 sentences per "S"

# Submission guidelines & mistake policy

## 1. Mistakes

The first step is automatically checked to ensure accuracy before continuing with the rest of the task. However, we understand that mistakes can happen, which is why **you're allowed a maximum of 4 attempts in Step 1**. To proceed to the open-ended part of the task, Step 1 must be completed correctly within those attempts.

### What counts as a failed attempt?

- If any of the 9 "S" dimensions you enter are incorrect (regardless of how many)

### What doesn't count as a failed attempt?

- The order of the items
- Use of lowercase or uppercase letters

**Even though the "Back" button is visible, you are not allowed to click it - all your clicks and inputs are saved, and clicking "Back" will result in disqualification.**

## **2. Time and submission**

Once you open the task, there is **no time limit**, but **you may only open it once** (all of your answers, even the wrong ones, are noted in the system). **Do not refresh the page once you start the assignment.**

**If you're ready to begin, click "Begin the task" below. Good luck - we wish you all the best!**

**Begin the task →**