

Leia com atenção as perguntas que lhe são colocadas e justifique as suas respostas. Não é permitida a consulta.

Responda ao grupo 1 numa folha e ao grupo 2 noutra folha.

1.

IKEA of Sweden has managed to transform itself from a small mail-order furniture company in the 1950s into the world's largest retailer of home furnishings. In 2010 over 316 stores in 39 countries with 699 million customer visits generated more than 23 800 million euros in revenues. The company sells simple Scandinavian design furnishings, charging 25 to 50 per cent less than its competitors.

IKEA had been founded by Ingvar Kamprad in 1943, but it did not open its first major furniture store until 1958. The company's success had been achieved through the now legendary IKEA business model – revolutionary in the furnishing industry of its early years. The guiding business philosophy of Kamprad was that of improving the everyday life of people by making products more affordable. This was achieved by massive (20 per cent +) reductions in sales prices vs competitors which, in turn, required aggressive reductions in IKEA's costs.

In his book *The IKEA Edge*, Anders Dahlvig identified IKEA's reasons for success as: 1. Design, function, and quality at low prices; 2. Unique (Scandinavian) design; 3. Inspiration, ideas and complete solutions; 4. Everything in one place; 5. "A day out", the shopping experience.

Dahlvig explained that IKEA's strategy crucially requires the 'design' and control of IKEA's wider value chain in detail: 'The secret is the control and coordination of the whole value chain from raw material, production, and range development, to distribution into stores. Most other companies working in the retail sector have control either of the retail end (stores and distribution) or the product design and production end. IKEA's vertical integration makes it a complex company compared to most, since it owns both production, range development, distribution, and stores.'

At IKEA, the new-product development process was overseen by a product-strategy council, which consisted of a group of senior managers who established priorities for IKEA's product lineup. Once IKEA had established the target retail price for the proposed product, the company would then begin selecting a manufacturer to produce it. IKEA worked with 1,800 suppliers in more than 50 countries, always seeking to balance cost-efficient labor with the company's product quality standards. IKEA would circulate a description of the proposed product's specifications and target cost to its suppliers and encourage them to compete for the production package. In some cases, different product components would be sourced from different suppliers; for example, a supplier in Poland might produce a chair's cushion while a Chinese supplier might produce its frame. The two pieces would only come together in the store, when a consumer would select each piece individually.

Meanwhile, IKEA's engineers would determine what materials would be used to make the product. Here too, the focus was always on cost efficiency: the company liked to use high-quality materials on furniture surfaces that were visible and most likely to undergo stress, and lower-quality materials on surfaces that were low stress and less visible to the consumer (e.g., inside the drawers).

Once a price point was established, a manufacturer was in place, and the materials decided upon, the actual design process would begin. Although design was handled in-house, IKEA would once again use internal competition to select a designer. The company would circulate a product brief to its designers; this brief would include the product's price, its function, the materials to be used, and

the manufacturer's capabilities. IKEA has a pool of about 10 staff designers, but it also used many freelancers. After designers submitted their design proposals, the company would select the best one.

Because the company's furniture was designed to ship disassembled, all of its products were transported "flat"; that is, in flat-packaged boxes. This flat packaging not only made it easier for consumers to transport the furniture home, it also saved the company on shipping.

The competition is changing. For many years, the competition had been very fragmented and local in nature. However, many of the very big retail companies were shifting strategy. From being local, they were looking to a global expansion, not least in the emerging markets like China, Russia and Eastern Europe. They were also broadening their product range, moving away from food or traditional DIY products towards more home furnishing. These were big companies with much more muscle than IKEA's traditional competitors. They had both financial resources and operational retailing competence on a par with IKEA. One way to dissuade them from entering into the home furnishing arena was to aggressively reduce prices and increase the company's presence with more stores in all local markets in the countries where IKEA was operating. Market leadership in each market was the objective. Another reason for the shift in strategy was cost efficiency. Growing sales in existing stores is the most cost-efficient way to grow the company.

A key to IKEA's success is the company's relationship with its customers. IKEA has drawn the customer into its production system: 'If customers agree to take on certain key tasks traditionally done by manufacturers and retailers – the assembly of products and their delivery to customers' homes – then IKEA promises to deliver well-designed products at substantially lower prices.' In effect, IKEA's customers become essential contributors to value – they create value for themselves through participating in the manufacturing, design and delivery processes.

IKEA has made being part of the value creation process an easy, fun and pleasant experience for customers. The stores are set up with 'inspirational displays', including realistic room settings and real-life homes that allow customers to get comfortable with the furnishings, try them out and visualise the possibilities in their own homes. When customers enter the store they are given catalogues, tape measures, pens and notepaper to use as they shop, allowing them to perform functions commonly done by sales and service staff. After payment, customers take their purchases to their cars on trolleys; if necessary they can rent or buy a roof rack to carry larger purchases. Thus, customers also provide furniture loading and delivery services for themselves. At home, IKEA customers then take on the role of manufacturer in assembling the new furnishings following carefully written, simple and direct instructions.

Still, even IKEA faces significant challenges in some markets. Developing countries markets, especially the Chinese, are very interesting due to their size. However, the Chinese market was extremely challenging for a company that had built global success through standardisation. The main problems were that in developing markets IKEA products were expensive relative to local competitors and the consumer shopping expectations were centred on small, local shops and personal service. Even IKEA's famous 'do it yourself' (DIY) assembly concept was challenged. Because fewer people have cars and therefore use public transport, IKEA needed a more extensive delivery service in China than in most countries. And because labour is cheaper in China, many customers choose to have their furniture assembled for them rather than doing it themselves.

To answer to these challenges, IKEA has not abandoned its DIY strategy, but it has been somewhat more flexible in China to suit customer realities in that country. IKEA allowed each store to tailor its mix according to the local market needs and budgets. For example, in its China stores, layouts reflect the design of many Chinese apartments. Because many of the apartments have balconies, the

stores have a selection of balcony furnishings and displays. And because Chinese kitchens are generally small, fewer kitchen items and furnishings are shown.

Grupo 1

- a) Caracterize a estratégia de negócio da IKEA, fundamentando a sua resposta. (3,5)

Teórica	Aplicação
<p>Definir as estratégias genéricas de Porter e explicá-las (diferenciação, liderança pelo custo, integração) (15%)</p> <p>Definir e explicar novas estratégias: outsourcing estratégico - concentração na empresa das atividades mais importantes para a criação de valor (competências centrais), fazendo o outsourcing das restantes atividades. (15%)</p>	<p>Estratégia da IKEA - integração de diferenciação e liderança pelo custo (10%), com elementos de outsourcing estratégico (5%):</p> <p>Elementos de liderança pelo custo (17,5%): preço 20% mais baixo que os concorrentes. Redução de custos: cadeia de valor verticalizada, controlando produção e retalho, com muitos fornecedores: Não fazem a montagem do mobiliário 'do it yourself' (poupam em trabalho e transporte). Experiência de compra em self-service</p> <p>Elementos de diferenciação (17,5%): design único escandinavo, soluções completas, boa experiência de compra.</p> <p>Outsourcing estratégico (20%): A IKEA concentra na empresa as suas competências centrais: design e desenvolvimento, compras controlo global da produção, vendas ao cliente. Por outro lado, subcontrata à sua imensa rede de fornecedores toda a produção de componentes, em regime bastante competitivo.</p>

b) Descreva a cadeia de valor da IKEA. Quais são as atividades de cadeia de valor mais importantes para suportar a estratégia da empresa? (5 valores)

Componente teórica	Componente prática
Explicação da cadeia de valor, das atividades primárias e das atividades de suporte. Pode ser apoiada por um esquema/diagrama (15%)	<p>Caracterização das diferentes atividades (55%):</p> <p>Infraestruturas – fábricas e rede de lojas - não há muita informação</p> <p>RH – aposta em recursos humanos especializados nas áreas de design, gestão do processo de desenvolvimento, e gestão da cadeia de valor (value chain) (5%)</p> <p>I&D – Grande aposta em I&D, quer na área do design, e especialmente na gestão do processo de desenvolvimento de novos produtos, desde o design à especificação e escolha de componentes e fornecedores (15%).</p> <p>Compras – o estabelecimento e gestão de cadeia de 1800 fornecedores em 50 países é complexa, mas crucial para a estratégia da IKEA (10%).</p> <p>No que respeita à log. Entrada e operações não temos muita informação detalhada, mas o texto indica que se trata de um processo complexo e crítico para a empresa, uma vez que se tem de juntar as componentes de cerca de 1800 fornecedores e colocar os produtos nas lojas (15%).</p> <p>Log saída (5%) – a logística de saída fica a cargo do cliente, sendo uma forma de redução de custos.</p>

	<p>Marketing (10%)– rede de lojas próprias, com boa experiência de venda, catálogos, e soluções completas.</p> <p>Serviço pós venda (5%) – é reduzido, uma vez que a IKEA não oferece montagem do mobiliário.</p> <p>Identificação das atividades mais importantes para a estratégia da IKEA – competências centrais (20%)</p> <p>I&D – com toda a sua componente de design, e principalmente a gestão do processo de desenvolvimento de novos produtos (10%)</p> <p>A gestão da cadeia de operações, com a integração das compras, logística de entrada e operações (5%)</p> <p>Marketing e vendas – cadeia de lojas e gestão da experiência de compra (5%)</p>
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- c) Como caracteriza a estrutura organizacional da IKEA. De que forma está relacionada com a estratégia seguida pela empresa? (3 valores)

Teórica 50%	Aplicação 50%
<p>Explicar as estruturas organizacionais, falando brevemente das diferentes estruturas possíveis. Explicar em maior detalhe a estrutura em rede (25%)</p> <p>Explicar que para dar suporte ao outsourcing estratégico, a estrutura em</p>	<p>Explicar a estrutura em rede da IKEA, concentrando em si as atividades de design, desenvolvimento de produto, gestão da cadeia e lojas, enquanto cria uma rede de 1800 parceiros que subcontrata para a compra de componentes. (25%)</p> <p>Explicar que a estrutura em rede</p>

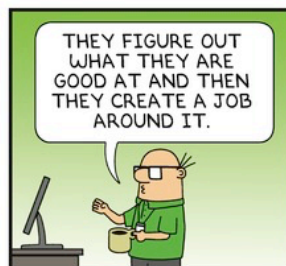
<p>rede é a mais adequada (25%).</p> <p>Explicar que suporta especialização nas competências centrais e o aproveitamento das complementaridades dos parceiros da rede.</p>	<p>permite suportar o outsourcing estratégico da IKEA, concentrando-se nas atividades que criam mais valor e fazendo o outsourcing das restantes. (25%)</p>
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Grupo 2

- a) Faça uma análise SWOT da IKEA e elabore as respetivas recomendações estratégicas. [5 valores]

b)

DILBERT



BY SCOTT ADAMS

Um gestor necessita de um conjunto de competências (skills) para desempenhar a sua função. Explique as competências de um gestor e identifique qual a(s) competência(s) enfatizadas nesta banda desenhada. [3 valores]

Critérios de correção:

a) SWOT

Introdução (10%): identifica potenciais vantagens competitivas através da análise e comparação do ambiente externo, com o ambiente interno à empresa.

Strengths (20%)

Posição dominante: “The world’s largest retailer of home furnishings. The company sells simple Scandinavian design furnishings, charging 25 to 50 per cent less than its competitors.”

Design: “Design, function, and quality at low prices; 2. Unique (Scandinavian) design; 3. Inspiration, ideas and complete solutions; 4. Everything in one place; 5. “A day out”, the shopping experience.”

Experiência do cliente: “A key to IKEA’s success is the company’s relationship with its customers. IKEA has drawn the customer into its production system”

“IKEA has made being part of the value creation process an easy, fun and pleasant experience for customers. The stores are set up with ‘inspirational displays’, including realistic room settings and real-life homes that allow customers to get comfortable with the furnishings, try them out and visualise the possibilities in their own homes. To make shopping easy, free pushchairs and supervised childcare are provided as well as wheelchairs for those who need them.

Cadeia de valor inovadora: “When customers enter the store they are given catalogues, tape measures, pens and notepaper to use as they shop, allowing them to perform functions commonly done by sales and service staff. After payment, customers take their purchases to their cars on trolleys; if necessary they can rent or buy a roof rack to carry larger purchases. Thus, customers also provide furniture loading and delivery services for themselves. At home, IKEA customers then take on the role of manufacturer in assembling the new furnishings following carefully written, simple and direct instructions.”

Weaknesses (10%)

Pouca qualidade de determinados materiais: “lower-quality materials on surfaces that were low stress and less visible to the consumer”

Conceito não funciona em determinados mercados: The main problems were that in developing markets IKEA products were expensive relative to local competitors and the consumer shopping expectations were centred on small, local shops and personal service.

Opportunities (10%)

“Developing countries markets, especially the Chinese, are very interesting due to their size”

Threats (10%)

Ameaça de grandes retalhistas: “many of the very big retail companies were shifting strategy. From being local, they were looking to a global expansion, not least in the emerging markets like China, Russia and Eastern Europe. They were also broadening their product range, moving away from food or traditional DIY products towards more home furnishing. These were big companies

with much more muscle than IKEA's traditional competitors. They had both financial resources and operational retailing competence on a par with IKEA."

Matriz (40%)

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S	Oportunidade para a empresa: To answer to these challenges, IKEA has not abandoned its DIY strategy, but it has been somewhat more flexible in China to suit customer realities in that country. IKEA allowed each store to tailor its mix according to the local market needs and budgets. For example, in its China stores, layouts reflect the design of many Chinese apartments. Because many of the apartments have balconies, the stores have a selection of balcony furnishings and displays. And because Chinese kitchens are generally small, fewer kitchen items and furnishings are shown.	Ameaça neutralizada: One way to dissuade them from entering into the home furnishing arena was to aggressively reduce prices and increase the company's presence with more stores in all local markets in the countries where IKEA was operating. Market leadership in each market was the objective. Another reason for the shift in strategy was cost efficiency. Growing sales in existing stores is the most cost-efficient way to grow the company.
W	A Ikea consegue aproveitar quase todas as oportunidades que se lhe apresentam, no entanto podem restar algumas dificuldades em mercados como o chinês, devido a perder a diferenciação pelo preço.	Não há nenhuma área que exija particular atenção.