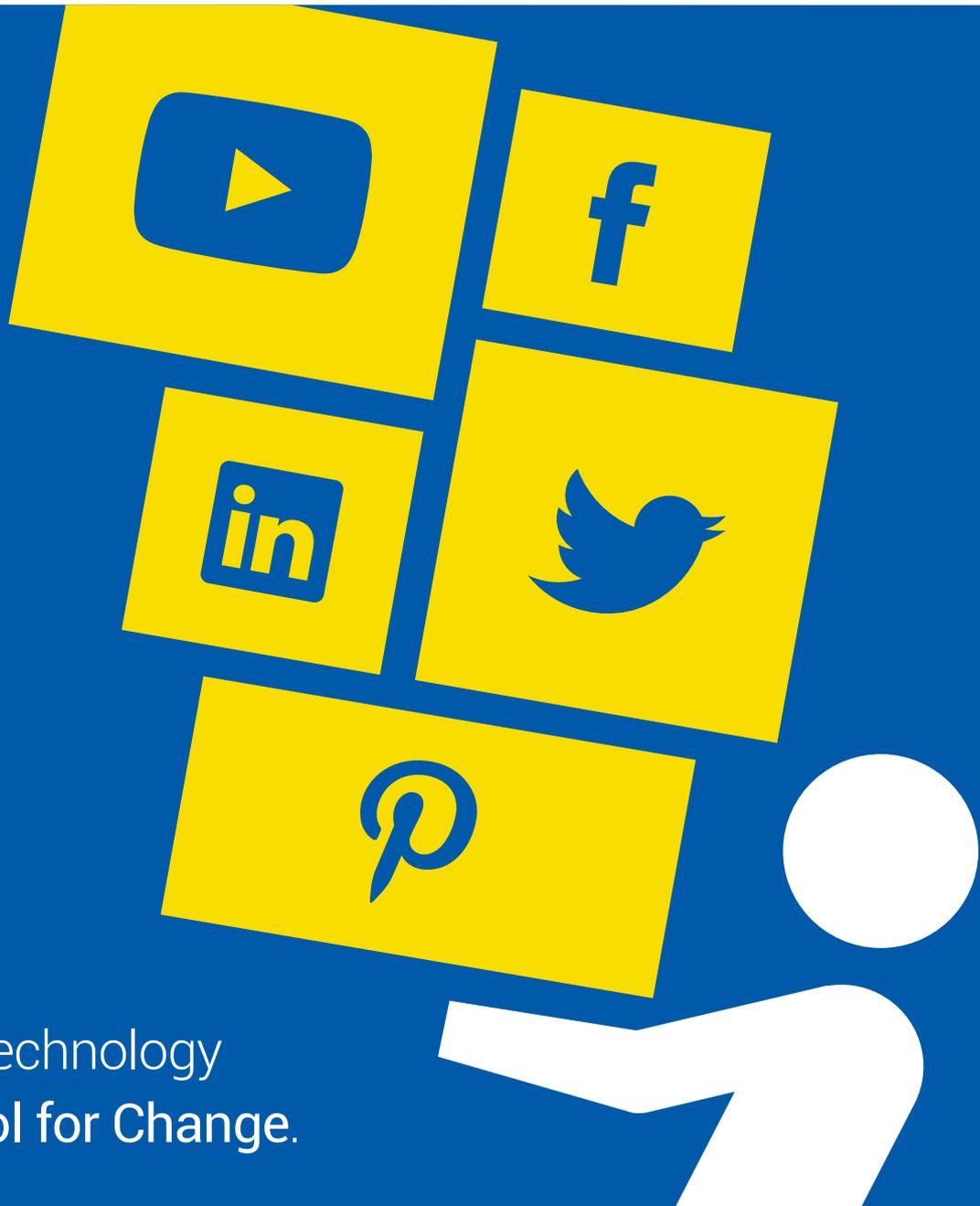


Case Study/ **IKEA & The Socializers**



Using Technology
as a Tool for Change.



At a Glance/ IKEA

Background

IKEA is a multinational group of companies that designs and sells ready-to-assemble furniture, appliances and home accessories. As the world's largest furniture retailer, the organization employs almost 160,000 people across 365 stores in 45 countries.

The Socializers is an agency comprised of like-minded individuals from around the world who are focused on people and technology. The agency was selected by the Digital Development team at Inter IKEA Systems to help pioneer social change inside the organization.

IKEA.com

Key Results

- Engaged multiple departments in a wide program of sharing best practices in social
- Delivered 19 actionable reports to teams across the organization
- Achieved senior management buy-in for further investment and implementation of social technologies and processes



The Story/ Embedding social across the enterprise

Goal

IKEA is one of the most recognizable brands in the world, serving millions of customers across the planet.

With a rich heritage in providing similar, but tailored, experiences to consumers in each of the markets it operates in, social media presents an opportunity for the brand to forge even deeper relationships with its customers.

IKEA wanted to embark upon a program to connect the different business units together and establish social media as a valuable channel across regions, departments and applications in a collaborative and intelligent way. It was recognized that the business would benefit from not only discovering insights in real-time, but also sharing them swiftly with the teams that would be able to act upon them. Tasked with pioneering this positive change, the organization's Digital Development team worked with The Socializers to outline a strategy to morph IKEA into a truly socially intelligent operation.

Challenge

Although the value of social was understood in some areas of the business, investment in social media was inconsistent and its usage differed wildly in different markets and departments.

One obstacle to many of the brand's internal social media evangelists is that IKEA is a tremendously successful business— growth has been achieved using traditional business techniques. Fostering momentum behind disruptive change inside an organization that is already performing well can prove far more difficult than within a business in desperate need of a shake-up.

IKEA also suffered from a common affliction in large, global enterprises, that data often remained siloed. This meant that many of the successful and innovative practices being undertaken in parts of the business were not reaching other departments that would also benefit from such information. IKEA needed to establish a broader cultural shift around sharing and governance.

Solution

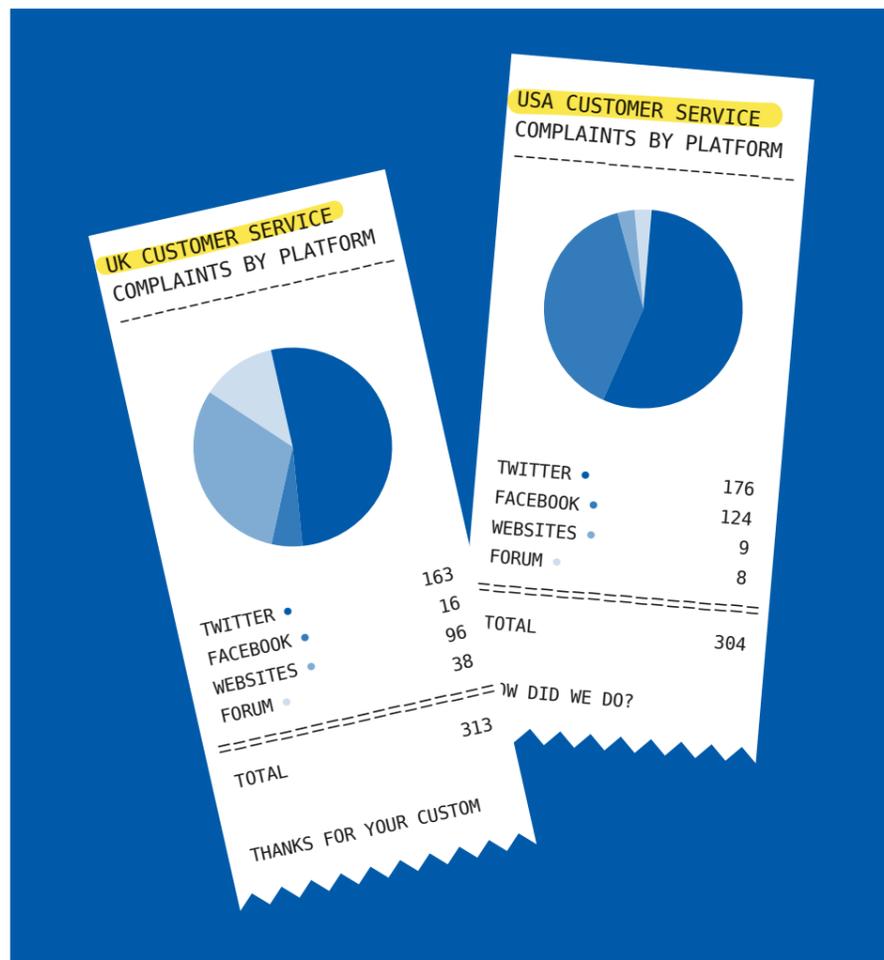
With guidance from Nathaniel Hansen at The Socializers, Hans Gartner— part of the Digital Development team at Inter IKEA Systems (Inter IKEA Systems is the franchiser of the IKEA concept and trademark owner) decided that creating a Listening Hub for the organization would be crucial in taking the first steps to becoming a socially intelligent business.

Together, The Socializers and IKEA assessed a number of different technologies to power this proposed hub, eventually selecting Brandwatch Vizia. By selecting a highly customizable platform, the team were able to build a social media command center within the Listening Hub to create a very real space for detecting, sharing and distributing insights across the organization. The Listening Hub would be a physical space, strategically placed in Inter IKEA Systems headquarters where senior staff and other relevant teams would observe and engage with the center.

"The Vizia/Brandwatch Listening Hub at Inter IKEA Systems allows key IKEA stakeholders to gain fuller insight into global conversations about the brand. The Brandwatch Analytics platform provides senior stakeholders with an effective planning tool for multiple silos and regions." Hans Garner, Digital Development, Inter IKEA Systems

Assembling a place for discovering and distributing the value in social data/

The Listening Hub within IKEA's headquarters provided the perfect setting to triage social intelligence



The Listening Hub

After setting up the Listening Hub, key IKEA stakeholders were able to view what customers were saying about the brand in a digestible and engaging way.

During the course of a three-month pilot program, a number of insights were discovered this way.

One example brought to the attention of the Digital Development team by Brandwatch Vizia, was the differences in the perception of the brand's customer service across different regions. Realizing that this information could be vital for the customer support and marketing teams, Gartner commissioned The Socializers to generate a more in-depth report about the topic to share across the business.

Brandwatch Analytics was then used to compare online conversation from May to August in 2013 and for the same period in 2014 over Twitter, Facebook, LinkedIn, YouTube, Pinterest, blogs, websites, online forums, and news sites.

Using powerful Boolean Query operators available within the Brandwatch platform, IKEA and The Socializers searched for conversations that mentioned "customer service" OR "cust serv" and other context terms in relation to IKEA.

Rules-based analysis was then used to segment conversation from specific social channels, and by using location

features, IKEA was able to filter conversations originating in either the USA or the UK.

Sentiment and topic analysis of general conversation about IKEA in both the USA and UK was more positive than negative. However, when analyzing conversation in relation to customer service, tone from consumers was more negative than positive for both regions.

After examining all of the customer service related posts from the stated time period in the US, IKEA identified the two leading authors in the US related to IKEA customer service complaints: Customer Service Scoreboard and UmVox.

"Information is being shared and directed to the appropriate departments for action, and a tangible culture of wisdom and experience sharing is emerging."

Interestingly these authors are websites that publicize and curate customer service complaints online, which were shown to have a strong influence on the opinions of other consumers.

Filtering conversation by volume across all sites also highlighted to IKEA that Americans were more likely to turn to Facebook than Brits to complain about IKEA. In the US, customer service complaints on Facebook made up 36.5% of the total conversation during the studied period in 2014, compared with just 5% in the UK over the same time period. In contrast, UK consumers were far more likely to take to forums to discuss customer service issues about the brand, with sites like Yelp and O2 helping make up 31% of this type of conversation.

By sharing insights like these with other departments, the Digital Development team were able to inform IKEA where online they can take action to improve the perception of the IKEA brand, which ambassadors they could influence, and which topics to focus on in order to boost the brand's reputation online.



There were eighteen other instances like this during the course of the program's initial three months, each helping different areas of the business improve their operations, and lubricating the flow of information across teams throughout the company.

As well as these carefully distributed insights, the Listening Hub caught the attention of scores of different employees working in the Delft, The Netherlands headquarters of Inter IKEA Systems, helping inspire and provoke dozens of other stakeholders into implementing social data into their own operations.

"The Listening Hub provides stakeholders real insights into life at home for customers who are talking about IKEA online." Hans Gartner, Digital Development at Inter IKEA Systems B.V, Delft, The Netherlands.

Summary

The work that the Digital Development team and The Socializers undertook in establishing a Listening Hub ultimately helped prove to the organization that

social data can have myriad beneficial applications and encouraged positive change across the enterprise. Brandwatch Vizia acted as a focal point and as the underlying technology powering this change, assisting the Digital Development team in undertaking the hardest, and earliest, steps toward becoming a truly intelligent business.

The Future

Thanks to insights and learnings taken from the social media command center within the Listening Hub, understanding within IKEA of the value and importance of social has improved. Information is being shared and directed to the appropriate departments for action, and a tangible culture of wisdom and experience sharing is emerging.

As this area of the business matures, other challenges around techniques for efficiently distributing information and providing central governance are surfacing, but with Gartner and the Digital Development team, IKEA are well prepared for the next step of the journey.

About/

“The conversations I had with different stakeholders resulted in myself and The Socializers, our consulting agency, streamlining intelligence for specific internal purposes.”

Hans Gartner

Digital Development
Inter IKEA Systems B.V.

IKEA

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thesocializers.com

Brandwatch

Brandwatch is one of the world's leading social media listening and analytics technology platforms.

It gathers millions of online conversations every day and provides users with the tools to analyze them, empowering brands and agencies to make smarter, data-driven business decisions.

The company grew over 100% year-on-year in 2013, has won awards for its technology and renowned corporate culture, and regularly wins accolades for its impressive growth. The Brandwatch platform is used by over 1000 brands and agencies, including Whole Foods, Whirlpool, Pepsico, British Airways, Sky, and Dell.

Now You Know.

brandwatch.com