



# REINVENTING IN A CHANGING WORLD

Lars-Johan Jarnheimer

What do they have in common?



Ingvar Kamprad (IKEA)



Erling Persson (H&M)



Stenbeck (Tele2, Metro, Viasat...)

Who would have guessed some years ago that one of the most valuable transport company in 2018 would not own any vehicles?



who would have guessed that in 2018 the worlds biggest electric car company skipped the dealerships?



Who could imagine that in 2018 the world's biggest home furnishing company would feel at home online?





# IKEA in the City

dormitorio

IKEA

IKEA temporary  
DORMITORIOS

GURU  
2,99€

SLEEPY



**The more we sell  
the less we earn**



**TO CREATE  
A BETTER  
EVERYDAY LIFE  
FOR THE MANY  
PEOPLE**



## Ingka Group At a glance FY18

Ingka Holding B.V. and its controlled entities

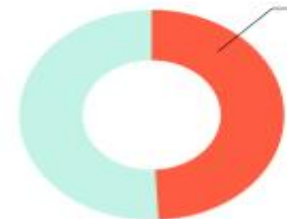


**2.35 billion**  
visits to **IKEA.com**

**182 million**  
visits to the  
catalogue and  
store apps

**158,400** co-workers

IKEA Retail **152,100** Ingka Centres **2,250**  
Other **4,050**



**49.4%**  
**Female**  
**managers**

Today, more than half of our co-workers are women, as are 49% of our managers and 44%\* of Group Management.

\*This number has changed for FY18 due to a new management structure.

**367**

**IKEA stores in 30 countries**

At the end of FY18 we also had:

**45** Shopping Centres in **14** countries

**20** Pick-up and Order Points in **11** countries

**31** Store Distribution sites in **18** countries

**37** Customer Distribution sites in **16** countries

**29** out of **30** markets offering ecommerce

EUR  
**34.8**

**billion total retail sales**

(EUR 34.1 billion in FY17)

Total retail sales translated into Euro increased by **1.9%**. Adjusted for currency impact, total retail sales increased by **4.7%**. Total revenue EUR **37.1** billion.



We own and operate **441** wind turbines in Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Lithuania, Poland, Portugal, Sweden, the UK and the USA. We also have **900,000** solar panels on the roofs of our stores and warehouses.

**124 million** **IKEA Family**  
**members**

Our most loyal customers are members of IKEA Family. And more than **38,000** new members join every day!

**Refugees in 11 countries are receiving support to develop new skills for employment**

EUR  
**1.5**

**billion net profit**

(EUR 2.5 billion in FY17)

**30%**  
**corporate income tax**

Corporate income tax amounted to EUR **0.6** billion globally, which equals an effective corporate tax rate of **30%** (24.9% in FY17). Our total tax bill, including other taxes and duties, amounted to approx. EUR **1.1** billion.

**We have partnerships with 58 social entrepreneurs and social businesses in 14 countries**



**Over 437,500 kg of food was saved**

Our food waste initiative saved nearly 865,000 meals from going to waste in our kitchens



**230%**  
**growth in Home Solar**

The number of Home Solar customers grew by **230%**, and each customer saved or will save on average EUR **400** per year on their energy bill.

**We own approx. 180,000 hectares of responsibly managed forests**

The forests we own are in Estonia, Latvia, Lithuania, Romania and the USA.



**838 million**  
**IKEA store visits**

**475 million** Shopping  
Centre visits





**IT'S TIME TO  
SAY **GOODBYE**  
TO A FEW  
**HOLY COWS****

Prioritising in times of change:

1. **RIGHT CUSTOMER FOCUS**
2. **TIME**
3. **CONSEQUENCE MANAGEMENT**



# SPEED

1

2

3

4

5

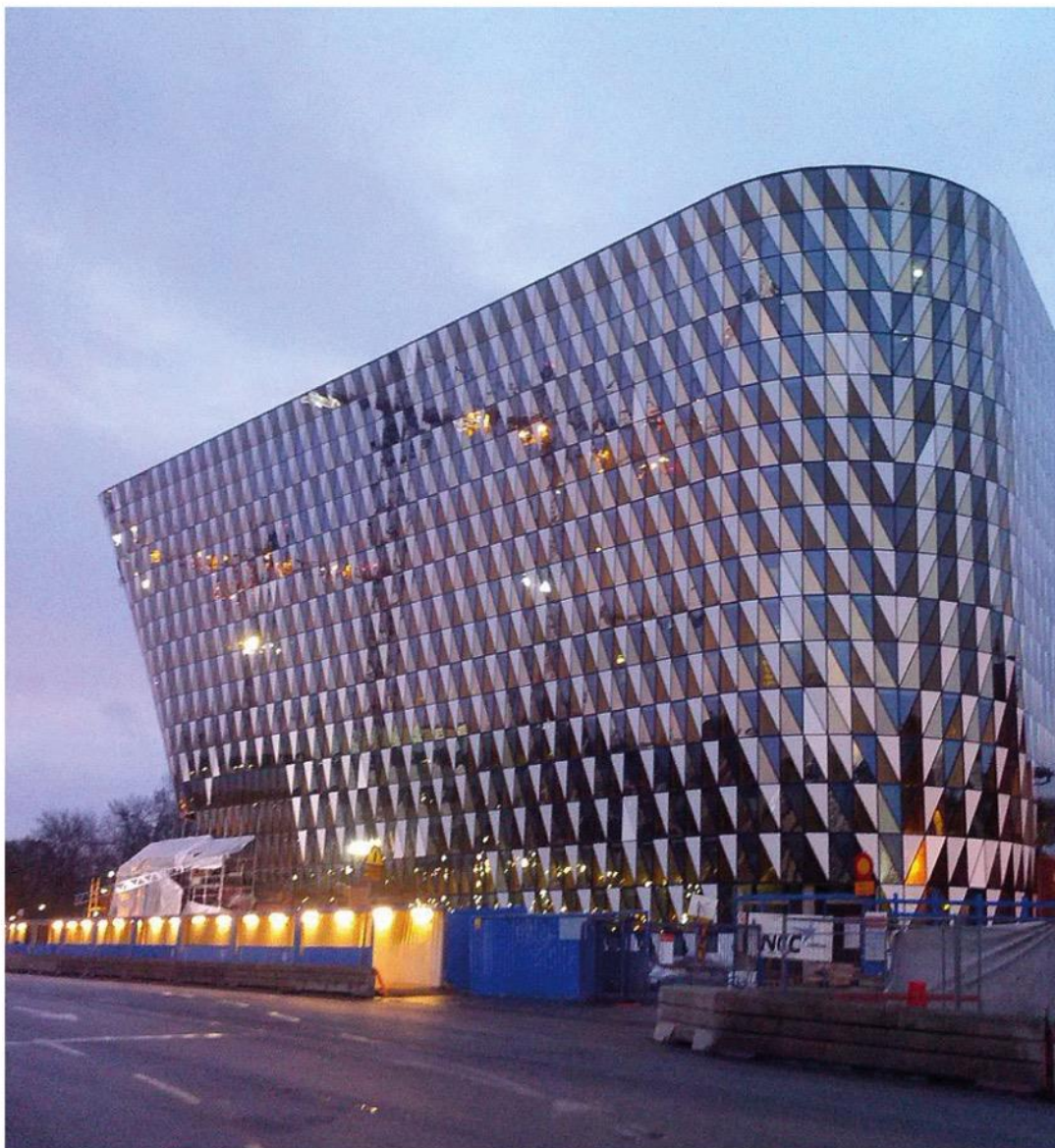
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# CUSTOMER FOCUS



[https://commons.wikimedia.org/wiki/File:Karolinska\\_institutet\\_aula.jpeg](https://commons.wikimedia.org/wiki/File:Karolinska_institutet_aula.jpeg)

namn \_\_\_\_\_ 20000724  
Jarnheimer, Simon

personnummer \_\_\_\_\_

ips \_\_\_\_\_

ula \_\_\_\_\_ ja nej

Kryckor \_\_\_\_\_ ja nej

Gå och belasta foten \_\_\_\_\_ ja nej

Endast stödja lätt på foten \_\_\_\_\_ ja nej

Remiss \_\_\_\_\_ ja nej

till \_\_\_\_\_

Aleris Sabbatsberg hör av sig inom cirka 7 dagar

Intyg \_\_\_\_\_ ja nej

Gipsen tas av hemma den \_\_\_\_\_ (datum)

Ansvarig läkare \_\_\_\_\_

**Bekräftelse av ansökan**

2015-03-23

Ärendenummer

AB15491

Lars-Johan och Anna Jarnheimer

Vaxholm Ytterby 4:93

Ärende	Särskild gränsutmärkning Ytterby 4:93
	Kommun: Vaxholm Län: Stockholm
Bekräftelse	Din ansökan kom till oss den 19 mars 2015 med ärendenummer AB15491.
Handläggning	<ul style="list-style-type: none"><li>• Handläggare är ännu inte utsedd men kommer att kontakta Er när ärendet påbörjats.</li><li>• Lantmäteriet räknar med att påbörja handläggningen av Ert ärende inom 10 månader beroende på ärendets svårighetsgrad. Då handläggningen påbörjas prövar vi om Ert ärende är genomförbart.</li><li>• Förrättningen kommer att debiteras på löpande räkning med debitering efter nedlagd tid och eventuella utlägg. Enligt Lantmäteriets avgiftstaxa för 2014 kan debitering ske med 850, 1300, 1450 eller 1650 kr/timme. Närmare information om taxenivåerna i Er förrättning kan lämnas av handläggaren.</li><li>• På vissa förrättningar kan vi erbjuda ett fast pris om Ni så önskar.</li><li>• Ärendet kan komma att delfaktureras.</li><li>• Ev frågor besvaras av funktionschef Marie Habbor, direkttelefon 08-709-57 84.</li></ul>
Uppgiftsskyldighet	<p>Ni är skyldig att lämna uppgifter om vilka som har rätt att använda den del av fastigheten som berörs av förrättningen, t.ex. arrendatorer eller servitutshavare. Om Ni inte lämnar sådana uppgifter kan Ni bli skadeståndsskyldig mot rättighetshavaren.</p> <p>Om Ni överlåter fastigheten eller ansöker om nya inteckningar under handläggningen av förrättningen, är vi tacksamma för besked.</p>

Egenskaperna  
hos vår nya vd:

- ✓ Förhandlare
- ✓ Hög arbetskapacitet
- ✓ Generalist
- ✓ God förståelse för olika affärskulturer
- ✓ Försäljare



Styrelseordföranden i SAS, Fritz Schur, letar efter en ersättare till vd Mats Jansson. Och han vet vad han letar efter.

# Här är SAS kravli

**D-JAKT** När Mats Jansson i går meddelade att han kommer att lämna SAS vecklade

sta chef eftersöks utanför de egna leden är troligt.

ANALYS **BJÖRN LIND**  
SAS måste kast

## >> Living with a Digital DNA

- Be recognised as a digital employer, able to meet hiring targets
- Become performance oriented, by measuring progress towards goals continuously

PERFORMANCE  
AND  
ACCOUNTABILITY

## >> Meeting the Customer

- Increase online share of sales to 25%, equal to €10B uplift
- Net Promoter Score (NPS) and Customer lifetime value: apply industry standard measurement and uplift by +10%

BUSINESS  
GROWTH

## >> Empowering the Co-worker

- Enable IKEA to deliver target savings of €0.5B from cost performance programme
- Increase sales per co-worker by +10%
- Increase co-worker satisfaction with digital tools: start to measure and uplift by +10%

PRODUCTIVITY

## >> Building a Digital Foundation

- Increase speed of releases to weekly
- Decrease cost/output ratio by 50%

SPEED

**KEEP IT SIMPLE**



# MANAGEMENT MEETINGS



A photograph of two musicians in a field of tall, dry grass. On the left, a man with glasses and a dark patterned shirt is sitting and playing a black snare drum with wooden sticks. On the right, a person in a blue jacket is holding a brass saxophone. The background is a soft-focus field of dry grass under warm, golden light. Overlaid on the center of the image is the text 'DARE TO MAKE MISTAKES' in large, white, bold, sans-serif capital letters.

# DARE TO MAKE MISTAKES

A woman with long blonde hair, wearing a dark coat and light blue jeans, is walking across a parking lot. The sun is low in the sky, creating a warm, golden glow and long shadows. In the background, there are modern buildings and a parking structure.

Simple rules to live by

**BE ON TIME**

**CALL BACK**

**DON'T LIE**

**NEVER PARK AT THE  
CUSTOMER PARKING**



Thank  
you!

**QUESTIONS?**