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Does IKEA Culture Apply Abroad?

A Study of IKEA in Saudi Arabia

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IKEA Store in Jeddah



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Contents

1	Abstract.....	5
2	Acknowledgements	6
3	Introduction	7
3.1	Background	7
3.2	Problem area.....	8
3.3	Research Question and Purpose	8
3.4	Earlier research.....	9
3.5	Delimitations	10
3.6	Disposal.....	10
4	Methodology.....	11
4.1	Course of action research approach Research Methods/approach	11
4.2	Selection of Method- Case Study.....	13
4.3	Selection of Respondents	14
4.4	Reliability and Validity	14
4.5	Primary and Secondary Data Collection	15
4.5.1	Primary data.....	15
4.5.2	Secondary data	19
5	Theory.....	21
5.1.1	What is service?	21
5.2	IKEA Culture	35
5.2.1	The IKEA Saga.....	35
5.2.2	The IKEA Vision, Business Model and Strategies	36
5.3	Welcome to Saudi Arabia	39
5.3.1	General Information	39
5.3.2	Saudi Arabian Economy	40
5.3.3	A shift into internationalization	41
5.3.4	The story of Franchising.....	42
5.4	Culture.....	43
5.4.1	Arabic and Islamic Culture	44
5.4.2	Geert Hofstede Cultural Dimensions	47
6	Empirics.....	48
6.1	Study of IKEA in Saudi Arabia.....	48
6.1.1	General Information	48
6.1.2	Our First Impression about Jeddah and IKEA.....	49
6.2	IKEA Shopping Experience.....	50

6.2.1	Self-service concept	51
6.2.2	Freedom of Product Experience	53
6.2.3	No “don’t” in IKEA store.....	53
6.2.4	Easy to Assemble	53
6.2.5	Inspiration of IKEA Design.....	54
6.2.6	The Formula Quality/Price	54
6.2.7	Product range.....	56
6.2.8	Service scape.....	57
6.2.9	Småland.....	57
6.2.10	Convenient Opening Hours.....	58
6.2.11	Easy Access for All Genders and Ages.....	60
6.2.12	IKEA Restaurant.....	60
6.2.13	After Sales Services	63
6.3	IKEA Coworkers.....	64
6.3.1	An Eye on the Coworkers.....	64
6.3.2	Customers Eye on the Coworkers.....	68
6.4	Marketing communication	69
6.5	The Swedish Symbol.....	70
7	Analysis and Summery Of the Results	71
7.1	IKEA culture vs. Saudi Arabia Culture.....	78
7.2	Adaptations in IKEA store	80
8	Conclusion.....	82
9	References	83
10	Appendix.....	86
10.1	Interview with IKEA Managers	86
10.2	Interview with the Customers.....	88
10.3	Questions for the Employees	90
10.4	Some pictures of the store	91

1 Abstract

Purpose-the purpose of this research is to answer the research questions of how does IKEA's culture fit the Saudi market from different perspective (customers, employees, management) which has a different value-based culture. Does IKEA culture make resonance or dissonance in the minds of the customers in Saudi Arabia?

Design/methodology/approach- based on interviews with the top managers, co-workers and customers at IKEA store in Jeddah, along with observations of the store layout, customers and co-workers.

Findings- the study distinguish the importance of understanding the local culture for any international company to achieve the resonance between the corporate values and the customers' values.

Keywords Values-based service, culture, Hyperreality, standardization, Marketing communication.

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3 Introduction

This chapter will provide the reader with background information about the authors, the problem area, and a clear overview of the topic of this thesis. Secondly, the main research question is presented and followed by a section of why such topic was chosen and how this study can contribute to existing literature, and it ends up with delimitations and disposal of the thesis.

3.1 Background

We, the authors of this master thesis, are two students, attending the International Master Prograre in Service Management at Karlstad Business School at Karlstad University. we have different cultural backgrounds, one is from Syria and the other one is from Sweden but is originally from Egypt.

Therefore it is interesting to make a case study in the Arabic world, since both of us speak Arabic and have the Arabic cultural background necessary to carry out the research. It seemed naturally for us to write the thesis with focus on cultural issues from both management and customers' perspective in regards of IKEA entry into the Arabic world, due to the fact that the authors can benefit from their backgrounds.

During the our studies in Karlstad business school, we were part of a course called Value Creation and we noticed from the course literature, "Values-based Service for Sustainable Business, Lessons from IKEA" written by Dr. Bo Edvardsson and Dr. Bo Enquist, that all examples, which had been presented, were about IKEA from all around the world, but there was not a single example about IKEA Middle East and Arabian Gulf where IKEA has been operating for several years.

In addition, the service research center (CTF) in Karlstad business school has carried out a wide research about IKEA from many perspectives all over the world. Due to these facts, the authors proposed to Dr. Bo Enquist to supervise this research and he agreed.

All in all, our academic and cultural background together with the fact that there is a lack of empirical research in service marketing based on IKEA's Middle East made this study more interesting.

3.2 Problem area

Since IKEA, the world largest furniture retailer, established three stores in Saudi Arabia, its turnover rate increased dramatically, which might be reflects the success of IKEA in a Middle Eastern country like Saudi Arabia where there is special culture which might be different from that exists in IKEA biggest market like Sweden, Germany and the US. We want to find out whether there is a resonance or maybe dissonance between IKEA and its customers in Arab world in general and in Saudi Arabia in particular; more specifically, **we need to know how does IKEA's culture fit the Saudi market from different perspective (customers, employees, management) which has a different value-based culture? Does IKEA culture make resonance or dissonance in the mind of the customers in Saudi Arabia?**

3.3 Research Question and Purpose

Our master thesis is based on how IKEA survived in new culture environment with their standardized strategy in the Middle East. The purpose is to give a better understanding of the importance of studying the cultural differences of the customers when entering a new market in order to achieve a competitive advantage and create better value to the customers based on the knowledge obtained from the customers' behaviour.

The study basically is trying to highlight and answer the following question:

1. The main purpose of this thesis is to give better understanding of how service companies can achieve a competitive advantage and strong position in the market by understanding the local cultures where they are operating.

2. In case of IKEA Saudi Arabia, What has been done to adjust or adapt to the local cultural conditions, what has been done and why? What are the challenges when it comes to the IKEA's company culture?

Through qualitative research with top management at IKEA store Saudi Arabia, the case study will be focusing on IKEA's overall strategies business model and core values in Saudi Arabia. By using quantitative research with customers, an investigation on the customers' perspective towards IKEA and IKEA's values will be well evaluated. Our way of approaching these questions is first to underline how IKEA creates value to customers, and how customers in return perceive this efforts made by IKEA.

The study will mainly be based on manager's personal interviews, employees' interviews, and our observations of the customers' behavior in the service room experience in the shop.

Moreover, open questions will be asked for the customers to measure what they appreciate the most in IKEA, in order to enhance our understanding towards the Arabic customer and their cultural perspective. This will enable us to make comparison with other studies which have done for example in the US, Sweden and China.

3.4 Earlier research

This study will contribute to give IKEA, and other service companies, which offer values-based services a prefunding knowledge about the Arabic customer's from a cultural point of view.

As far as the authors know there is lack of study about IKEA Middle East and on their customer. In opposite there are a lot of research studies that has been done in several other fields in service management, such as service offering, service quality, new service development service competition, and service strategy and so on.

Moreover, IKEA has been studied for several years in many countries such as the US, China and Sweden but there has not even been a single study about IKEA's customers in Middle East (Enquist and Edvardsson 2009).

This study will contribute to give IKEA, and other service companies that offer values based services a prefunding knowledge about the Arabic customer's from a cultural point of view.

3.5 Delimitations

It took the authors one months to communicate with IKEA in Middle East, we tried to communicate with IKEA Dubai first, the communication with those who were responsible went very slowly, and we have been rejected since IKEA in Dubia is afraid of the publicity of the research. IKEA Kuwait also ignored our request to do the research in their store. Then it took us another month to communicate with IKEA Saudi, but finally we got the acceptance. The biggest problem was how to arrange the visa to Saudi Arabia, the embassy required us to employee at IKEA in order to get the visa, but only one of us, Kotaiba, applied for Omra which means that Kotaiba is going to make a touristic trip to Mecca, in this case, David was not able to go there since he was not a Muslim; therefore, Kotaiba went alone. The cost of course was another barrier, but we could convince the university to help us with financial assistance. Another delimitation of the research inside the store was the conservative behavior of the Saudi society; it was very hard for me to take any photo or video to anyone, especially for women.

3.6 Disposal

The thesis started with defining the methodological methods that we are going to depend on in our study, and then we are stated relevant theory about the some issues that must be taken into considerations before going to the empirics and analysis, finally the thesis ended up with thoughtful analysis and summary then the conclusion.

4 Methodology

4.1 Course of action research approach Research Methods/approach

According to Holme & Solvang the research approach should be based upon the research question and on the purpose of the study. The research question and purpose are the main factors that determining whether to use qualitative or quantitate approach. (Holme & Solvang 1997)

The two different approaches available are:

- 1) **Qualitative** – the primary aim and purpose with this approach is to get a better understanding of problem area, and the researcher can get a better knowledge through deep interviews, observation, text analysis or a combination of those.
- 2) **Quantitate** – this approach focus on to get a wider knowledge rather than seeking for a deep understanding of the problem. The quantitative method is appreciated when the researcher wants to measure, describe, or explain different phenomenon, in order to see correlation or patterns. (Holme & Solvang 1997, Christensen et al 2001)

According to Gummesson the tradition researcher uses interviews and observations among all the available methods in order to carry out the qualitative research since the interviews and observations are the best opportunities for study processes. (Gummesson 2000) Also Holme & Solvang claims that interviews and observation are the most common and the most suited investigation methods in order to performing a qualitative research. (Holme & Solvang 1997)

The paper used qualitative research, case study is used as a research methods, the chapter will explain the data collection methods that have been used in the research, we also reflect in this section on the trust worthiness and ethics of the research methodology. The thesis is constructed to take qualitative approach in consideration since it provides the authors with comprehensive view of the problem through deep interviews and observations, which increase the understanding of the research problem.

We have applied the qualitative research method since it focuses on process rather than end products, and the research is both explorative and inductive. In other words, it means that there are no predetermined hypotheses, or manipulation of the information gathered, neither any limitation of the results. The focus by using explorative and inductive arguments is to observe the respondents in their natural environment by intuition. (Merriam, 1999)

When we observed and interviewed the respondent of IKEA, we did not have any predetermined answers or conclusions, even though, we had some stereotyping about Saudi Arabia, and the culture but we did not let them affect us during the research nor when we analyzed and evaluated the gathered information, this is our inductive contribution to the thesis.

The primary research sources for our analysis were texts generated by interviews, literature reviews, observation, organizations' documents and reports, the Internet as a source of information. The appended papers apply different strategies to generate the empirical studies for our thesis. Even though the research backgrounds of these papers differ, they are very comparable in the way that the interviews were conducted. A person (interviewee) was asked to recall a meaningful understanding of a specific issue, such as through telling a story, discussion and observation. After a text was generated, one or more approaches were used to identify meaningful pieces of information; these themes or categories communicate or interpret findings that reflect knowledge of the facts.

The qualitative data is collected from the IKEA top management (Human resource manager, Marketing Manager, Furniture Manager, Customer Service Manager), IKEA coworkers from design department, Småland, Sales department) and customers from different ages, sex and professions, through deep interviews. Moreover observations have been done in IKEA store of Saudi Arabia in Jeddah to the store layout, customers, parking and also the employees, in order to get more information to complement the interviews.

4.2 Selection of Method- Case Study

Gummesson points out the increasingly numbers of case study as a research method are becoming widespread within management research. For example, in many universities, doctoral theses dealing with marketing, strategy, organization, and so forth are often based on case studies. (Gummesson 2000)

Case study approach is according to (Merriam, 1999) a systematic way of examine a process or a phenomena, and it could be compared to drawing a blueprinting of a house. The case study method is a method which consists of a plan to collect, organize and integrate information or data which ends up and results in a special end product or research results.

Moreover the case study approach is used when studying the specific life in certain context within the organization; it also allows the researcher to study many aspects of a particular case. (Merriam, 1999)

When gathering information in a case study there is many techniques available, and according to Gummesson there is of great importance to pay attention to the analysis of a particular process since it requires the use of the researcher's personal observation, based from their presence, participation, or even intervention in the actual process to be examined. (Gummesson 2000)

The qualitative case study method has the characteristics of being intensive and to give a totally description and analyze of an organization or a phenomena by inductive arguments. Inductive in a case study are based on inductive arguments such as generalizations, ideas and hypothesis that are created through the information available for the researcher. Later in the process this information generates and tender to be the framework of the research. (Merriam 1999)

In this thesis, the critical case study method allows me to obtain deep insights into certain situations and phenomena characterized by complexity.

A frequent criticism of case study methodology is its incapability of providing a generalized conclusion.

In addition Merriam claims that the case study can be carried out in two ways either by experimental or by non – experimental method.

The experimental method refers to examine if there are any cause and effect relations of the objected that has been studied. In order to find out if there are such relations the researchers should be able to divide the respondents in two groups a control group and an experiment group. (Merriare 1999)

Non – experimental or descriptive method have the special aim to study course of actions or phenomena, and to describe and to explain them rather than to seek for causality (cause and effect relations) between the studied object. Furthermore the results of the descriptive studies are presented qualitative, by words and pictures rather than by numbers. (Merriare 1999)

We have chosen non-experimental method since it is most suitable to answer the research question and to fulfill the purpose of the thesis. The non-experimental method has the characteristics of being intensive and to give a totally description and analyze of an organization or a phenomena by inductive arguments. (Merriam 1999) Moreover, as the research approach demands, we tried to keep up to date with theories and ideas that were relevant for this scientific research method.

4.3 Selection of Respondents

The respondents have been chosen without considering age, gender, or professions, the customers where selected randomly at IKEA store in Jeddah, We tried as much as We can to involve different genders, ages, sometimes, We tried to talk to families and singles, also national and international customers the same applies for IKEA co-workers. In addition, the managers were chosen based on their position in IKEA since the authors needed specific information regarding the market and culture issues.

4.4 Reliability and Validity

We tried as much as we can to choose the latest versions of the literature book of the theory, and also latest articles in the field of service management in order to give our study reliability and validity. We also chose random respondents to our interviewees and our observations without considering several factors such as gender, age, marital status and economical status.

4.5 Primary and Secondary Data Collection

In this part of the process of constructing the thesis it is time to choose how to collect the data, after chosen the method. According to Christensen et al 2001 there are two methods of collecting the data, that explains how much to collect and how to collect relevant data it can either be done by primary data or by secondary data or in combine.

In order to carry out the answer the research question and purpose, the researcher should get an overview and understanding of the problem area through the two available methods of collecting the data. (Christensen et al 2001)

The main **primary data** are collected through interviews with managers of IKEA, IKEA`s coworkers and customer. Moreover observation has been made within the IKEA store of the customer when they interacting with both the service scape and IKEA`s coworkers.

Additionally, we have been used a method called customer journey in order to enhance the understanding of IKEA`s customer and their needs, by observing what they are acting and doing for the entire day.

4.5.1 Primary data

In order to answer the research question the researcher need further information then the already existed one which/that often is called secondary data. In order words primary data is the new information that can be gathered and evaluated through different types of marketing research by the researcher. In order to collect primary data there are several methods offered such as (Christensen et al 2001):

interviews	observations	experimental	Surveys
Advantage		Disadvantage	
Information are new		Requires competence from the researcher	

Information is adjusted to the Research area. (research question and purpose)	Expensive
Enables the possibility to structure the collected data	Requires a lot of time

Christensen et al 2001 Page 105

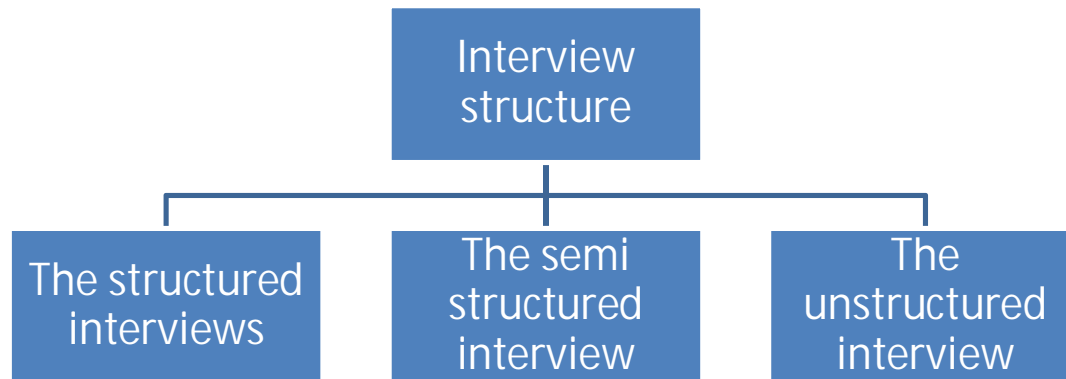
4.5.1.1 Interviews

The interview method helps the researcher to gather valid and reliable information that are of great importance in order to answer the research question and their objectives of the study. The nature of the interview and the numbers of participators can vary due to the type of interview, and on both the aim and purpose of the study. (Christensen et al 2001)

According to Christensen et al there are four interview methods available; **telephone interview** where the interview takes place over the telephone/internet, **in town interview** which is carried out directly on place where there are a lot of people presented, **focus group interview** refers to interviewing several respondents at the same time, and in the **personal interview** you only have one respondent. (Christensen et al 2001)

The structure of an interview can shift from being structured and formalized to be unstructured and unformulated. Christensen et al explains that there are three different types of structures available, to carry out the interviews such as structured, semi-structured and unstructured interviews. (Christensen et al 2001)

Structure	Unstructured
Formulated	Unformulated



The structured interviews can be done for example by visit or by telephone and both the questions and answers are predetermined and standardized in advance. With this type of structure on the interview it makes it easy for the interviewer to note down the answers accordingly to a pre coded schedule. For example the interviewer asks a question and then gets an answer that is easy to fill in, in the predetermined answer alternatives; and one question is being asked one at the time. (Christensen et al 2001)

The semi structured interview is focusing on themes and prepared questions that are going to be examined during the interview. In order to have a good structure in the interview the interviewer should make a list called interview guide over the themes and questions so nothing will be forgotten. (Christensen et al 2001)

The unstructured interview refers to that the interviewer, gives the respondent the opportunities to speak free and to give an exhausted answer about the research question. This structure is also called deep interview since it allows the interview occasion to examine the research problem comprehensibly. (Christensen et al 2001).

In-depth, structured and semi-structured and even unstructured interviews were conducted. The in depth semi-structured interviews were conducted by letting the interviewees tell their stories

based on the given context, which is flexible. This method allows new questions to be raised during the interview according to what an interviewee says.

As a primary source of information, interviews with IKEA managers, Co-workers and customers were conducted in the store of IKEA Jeddah, in the parking of the store, and also online and the information gathered carefully analyzed. Interviews were organized and conducted in both formal and informal ways: informally through Skype conference, personal meetings and e-mail. Most of the interviews were formal, based on limited set of questions, although depending on the situation the interviewees were allowed to tell their stories. Before the interview, the necessary preparation was performed by arranging questions. The interviews lasted between 20 minutes to three hours. Follow-up meetings and discussions were held as part of the informal interviews. In total, twenty five formal interviews were conducted in addition to many meetings. All questions which have been asked can be found in the appendix.

4.5.1.2 Observations

Observation is a systematically method that are being used when observing the behavior or actions of individuals, by using a schedule of categories. The observation method enables the researcher to employ explicitly formulated rules for the observation and recording of behaviors. The rules of observation are often described for the researchers how and what they should look at when they should record and observe behaviors. (Bryman & Bell)

According to Christensen et al they refer that observations examines what the respondent are doing and how the respondent are acting in the particular setting. Observation methods enables a great flexibility since the respondent, are not forced to consider other variables, they only have to act upon there self. (Christensen et al 2001)

Moreover Christensen et al 2001 promotes that observations can be carried out in two different ways, either by opened or hidden observation. The opened observation means that the respondent knows about the study, in the other case with hidden observation the respondent are not aware that the study is taking place. The researcher can also choose either to be active or passive in the observation process.

The persons that participate in the research are observed during a predetermined set of time and each person is applied by the same rules, the rules is often called observation schedule. (Bryman & Bell)

The observation took place in IKEA store Saudi Arabia in August 2010 and the author spent, several hours each day for 1 week, in the IKEA store sitting in the restaurant and sofas observing the customers reaction on the service scape within the IKEA store.

We have chosen to collect primary data by doing hidden observations of both IKEA`s customers and of IKEA`s coworkers. The respondents did not know they have been observed, which means they could act normally and freely without feel any stress or pressure. The purpose was to get a clear overview how IKEA`s customers reacted and interacted with the products, the sings, IKEA`s coworkers and furthermore to trace the customers behavior within the IKEA`s store.

In addition, we observed in-store layout and parking. The purpose of the observation was to get an overview and impression of how the store looks like, for example the product placement, the service scape, the signs in the stores, parking, and restaurant in general and so on.

4.5.2 Secondary data

The secondary data is the data that has been collected by other researchers in other studies and for other purposes. According to Christensen et al it is preferred to start the research by using the secondary data in order to collect relevant information and to get a profound understanding about the problem area and to get an overview of the topic. The secondary data can be gathered either by extern secondary data or intern secondary data. (Christensen et al 2001)

Extern secondary data – are data that are available in other setting and not within the examined organization and it consists of two types of sources, either by public or by commercial source. (Christensen et al 2001).

Intern secondary data – can be collected through financial reports, marketing activities, sales information, cost information and customer information. One of the advantages of the intern secondary data is that it is relatively cost and time effective. Moreover in mostly cases the information is available, and easy to access, which enables the researcher to get a comprehensive overview of the topic. The intern secondary data are either orally or by written character. (Christensen et al 2001)

The following table shows the advantages and disadvantages of the secondary data.

Advantage	Disadvantage
Cost effective	Reliable data is missing
Time effective	Classification problem
Wide range of sources	Obsolete data

Christensen et al 2001 Page 102

We have used intern secondary data which has been taken from IKEA’s marketing records such as sales records, and human resources records such as turnover rate and co-workers information.

5 Theory

5.1.1 What is service?

Services became the key value drivers for companies. The current list of *Fortune 500* companies, in which the share of revenue derived from services, and the majority of economic activities consist of services. This service-driven economy of the companies is supported by the innovation in all service activities.

Faced with globalization, rapidly advancing technology and dramatic market shifts over the next two years, most CEOs agree that they will have to make major business changes and fundamentally change their current value chain in order to compete and grow. They know that the answer lies not only in an expanded innovative strategy — one that includes product, service and operational improvements- but also emphasizes business model innovations.

Service innovation is driving global growth, in the recent years; many companies have adopted innovative ideas in their services and products to obtain and sustain a competitive advantage as well as to support long term success from customer needs to customer satisfaction. As a result, there is an increasing interest in well implementing innovation in the firms as a strategy. For instance, IKEA has successfully built up an innovative business model and successfully implement it in their daily life company activities.

The main question for the service provider is to really understand, what is service? In order to create a service that matches the customers' needs and expectations. Many scholars have tried to define what services are and below are some definitions presented:

According to (Grönroos 1990), services are defined as follows:

"A service is an activity or a series of activities of more or less intangible nature, but not necessarily a normal interaction between customer and service operator and / or natural resources or products and / or system vendor, which is delivered specific to solve a customer problem " (Bergman & Klefsjö, 1995, p.59)

Moreover Grönroos explains that:

*“Service is something that can be bought and sold, but which **cannot be dropped on your foot**”*
(Grönroos, 2001)

According to (Lovelock & Wirtz 2004, p.9), a service is

*“an act or performance offered by one party to another.” They added that “although the process may be tied to a physical product, the performance is transitory, **often intangible in nature**, and does not normally result in ownership of any of the factors of production.”*

Vargo & Lusch (2004, p.2) define services as the:

*“Application of specialized **competences (knowledge and skills)** through deeds, processes and performances for the benefit of another entity or the entity itself.”*

In the above mentioned definition both Lovelock and Grönroos (1990) stress out that service is something mostly intangible in its nature. Moreover Grönroos (2001) explain that services are intangible in nature due to that it cannot be dropped on your foot. This is also supported by Mudie and Pirrie (2006), that the biggest difference between a service and a product is the intangibility. Vargo and Lusch (2004) also points that the service provider should possess some specialized competence that consist of knowledge and skills in order to carry out a good service. Moreover Vargo & Lusch explains that the service should be transferred through activities that are benefit for the other part. All the above mentioned definitions can be summarized in the table below which illustrate what service is according to (Bergman and Klefsjö 2008) and they argue that services are:

- **Intangible things** (mostly), and therefore it may be difficult to explain, specify, or measure the contents of a service.
- Produced sometimes upon the **customer’s anticipate** and this has different impact of the service outcome each time it is produced.
- Sometimes something that cannot be **stored or transported** due to the fact that it is consumed while being created.
- **Not owned** by the customer after the service has been produced or delivered.

- Activities and processes which **cannot be tested or tried** by customer before purchase.
- Supported by a system of sub services, but the customer only assesses the entire package and do not anticipate the sub services (Bergman and Klefsjö 2008).

The important role of the customers that are different from goods is that they play a significant role in developing and evaluating the total service process. Customers are often actively involved in service creation, especially if they are acting as co-producer, and the process becomes their experience (Lovelock and Wirtz, 2007).

From a customer perspective, the service itself is the same as the customer experience of the processes, resources and activities. Which shape and leads to the perceived quality and value. In other words, this is the service from the customer's eyes. The activities and resources the customer does not perceive do not exist for the customer (Edvardsson, 1996).

5.1.1.1 Values Based Service

Values based business in general refers to the company values which are important in order to support the business model, the attitudes and behaviors of the firm's leaders, employees and customers. Moreover the company values are determining the business strategy and vision of the company.

Values are something related to principles, standards, ethics and ideas. There are two main categories of values.

1. **Core Values** - which form the basis of the companies' culture.
2. **Foundation Values** – reflects the norms and beliefs of the society in general.

In order to create customer value and a sustainable business, it is preferred to base the values – based business upon a combination of both the core values of the company and the foundation values.

Moreover when this two above mentioned values are in accordance with the customers and other stakeholder's resonance occurs and dissonance is being avoided. In order to stay successful the

companies aims to seek for resonance in terms of values and avoid any signs of dissonance. (Edvardsson & Enquist 2009)

A “values based service” is defined in this master thesis as: A service that is based on the core company values and on social and environmental responsibility (foundation values). (Edvardsson & Enquist 2009)

Another important concept is the **Customer Value** that is based on both economic value and value related to values (ideals). The customer point of view on value is that it is an overall personal assessment of the quality attributes of the marketing offerings in relation due to the price and other sacrifices. (Woodruff 1997)

The difficulty with understanding how to create customer value is to know customers’ needs expectations and how they perceive the offerings. For example an important quality attribute of a car is its engine power; the more power it has for the same price, the better value it represent for some customers. On the other side there are some customers that argue that a more powerful car will cause more damage to the environment than a less powerful model. In this case a car with the same engine power but with less negative impact on the environment would be perceived as having a greater customer value. In addition personal values (ideals) are influencing the customer’s when they evaluating the overall value of attributes possessed by the goods and services (Edvardsson & Enquist 2009).

Service providers should pay attention to customer values, then link these values to the company’s culture, products, services and brands which will lead to be perceived as attractive in the eyes of the customers. Introducing values into a company comes by managing a values-based culture and communicating these values to the customers (Enqvist, Edvardsson, Sebhatu,2007).

5.1.1.2 Value Creation and Value Co-Creation

According to Edvardsson & Enquist (2009) there are two views of value creation. The *traditional view* and the *emerging view* of value creation.

From the **traditional view** of value creation, value is defined and created in value chain that is, upstream suppliers provide input, the focal company adds value, and the product is the passed on downstream. Which means value is embedded in products or service offerings, and companies should therefore position themselves in a value chain.

The **emerging view** of value creation defines value as something that is co-created with customers, and then assessed by them on the basis of value-in-use and consumption experiences. The customer defines value and the assessment of value is linked to the customer's needs, wants, values, knowledge, and skills, but also resonance.

The emerging view of value creation is the view of Service Dominant Logic (SDL) which defines value creation as value co-creation.

To understand value creation it is important to understand the meaning of value. We can define value according to tow perspectives, the customer's perspective and the company's perspective. From the customer perspective 'value' is considered as an overall personal assessment of the quality attributes of the market offering in relation to the price and other sacrifices, or it can be defined as the difference between what a customer attains from a product, and what he or she has to give in order to acquire it. From the company's perspective the basis for a customer value proposition is the buying motives. These motives are the strategic issues need to be considered in the service development, segmentation, and marketing communication. (Edvardsson & Enquist. 2009).

Value co-creation is necessary to succeed in business specially services. At the beginning of 2007, IBM's Jim Spohrer announced, 'Service is value co-creation'. Strategic harmonic agreement between customer and the service provider is needed to effective value creation. Ideally, value creation is the most productive when both the client and the provider pursue a similar strategy.

Successful firms co-create value with their customers and capture part of it as profits. To increase the performance of an organization, it is necessary to thoroughly understand the process of value creation or value co-creation and how it can be managed and improved for an organization as a whole.

5.1.1.3 Values – based Service Experience

When customers purchase a product for example a car, they are allowed to test drive it in different aspects such as experience its performance, and handling before actually buying it. In contrast to service it can be difficult to provide the customer with a “test drive” since the customer must experience the service in the actual situation for example, customers are not able to test drive tourist service such as a trip before purchasing it or before traveling. However the service organization can sometimes in some service situation create and provide the customer with “test drives”.

The design of creating a test drive of a service experience should involve a simulated activity in a simulated setting, which enables customers to assess value-in-use. In other words this simulated surrounding which is created in order to reflect the “reality” and it is called experience room, moreover it should express the core values of the company, since it underlies the service experience and forms the basis of the value based service.

Furthermore the experience room enables the customers to test drive the service before it is purchased and consumed. In addition the values that should be included are both **core values** - which form the basis of the companies’ culture, and **foundation values** which reflect the norms and beliefs of the society in general (Edvardsson & Enquist 2009).

5.1.1.4 Pre-purchase Experience

According to Edvardsson et al. (2005) value can be created from the service provider by providing unique or memorable customer experiences. In order to create such a memorable customer experiences the service provider should extend the service experiences into pre-purchase period. Edvardsson argues that the companies can through the pre – purchase periods:

- Add unique and personalized value to the service
- Connect with the customer through exposure to the company`s values
- Learn more about the customers’ needs, desires, and values (and use this information to simplify service development and quality improvement)

- Increase loyalty
- Create a unique, value based identity
- Manage customer expectations and quality in use
- Improve sales.

The above mentioned benefits are important for the companies in order to create value for the customer and to achieving sustainable business.

The strain with pre-purchase experience from the service based organization point of view is that it is more difficult for the service organization to let the customer “pre-experience testing” the service. In comparison to product based organizations where customers can be closely involved in designing the product and anticipate in the pre-purchased experience (Edvardsson & Enquist 2009).

Prahalad and Ramaswaour (2004) claims that the product based organizations situation can be illustrated with the example of a houseboat where the customer can be involved in the process of creating the outcome of the product when purchasing for example by being closely involved in the design process.

On the other side when it comes to “pre-experience testing” a service the situation is different and despite the difficulties with pre testing a service it is although achievable to involve the customer in the creation process, but not at the same extend as in the case with a product. For example the hair dresser and the customer can have a dialog to each other and the discussion both involves the customer in the creating process and it can affect the outcome of the service before it is actually rendered, and according to (Edvardsson & Enquist 2009) the service can be tested in much greater extend then in previously cases.

In addition to be able to provide the customers with a memorable pre-purchasing experience the service provider should carefully consider how to create and design the experience rooms, where the service actually takes place, since the organization can dramatically benefit from this by transforming the nature of the service offerings and manage customers experiences in a more systematic way (Edvardsson & Enquist 2009).

5.1.1.5 Experience Room – A Hyperreality Services

According to Normann (2001) the “hyperreality” is related to both mental and symbolic processes and people frequently experience such “hyperreality” in their everyday lives, for example through television or by cinema screens the customer perceive representations of roles, relationships, values and characteristics which are simulated in order to communicate a hyperreality or experience to the customer. The design of this experience room enables and provides the customer with vicarious experiences of another place, time or reality.

Johnston and Clark (2001) explains “service experience” as a service process that creates customer responses in three different dimensions cognitive, emotional and behavioral which results in a mental mark, or memory. The three above mentioned dimensions of responses are part of the customers’ values and they are depending on different circumstances, which only can end up and result in two different ways:

- “Values dissonance” (causing an unfavorable service experience)
- “Values resonance” (supporting a favorable service experience)

A “values - based service experience” considers a service experience in which the customer can relate and associate the experience with attractive values, instead of associating the service experience with considerations of price-related functions qualities only.

Therefore the purpose of the “experience room” is to help customers to assess both the quality and value of a service and the service provider in the specific context, before purchasing the service. The traditional way of purchasing a service is that customers normally experience the service during and after the consumption.

In opposite to the traditional way the experience room enables the customers to experience and assess the service before purchase and consumption. In order to achieve that customer gets to assess the service and the values that are communicated before purchasing the service, the company must create a realistic situation through an experience room.

In addition the main purpose with the experience room is to creating customer value in the pre-purchase phase by enabling the customer to “taste” and to assess the real value of a service experience before purchasing and consumption (Edvardsson & Enquist 2009).

Service organizations can create value for their customers through the co-creation of pre-purchase service experiences. This is done while simultaneously reducing risk and increasing customer imagination and interaction with the organization.

The focus is on the customer’s service experience prior to purchase and service consumption. This is done by placing and staging customers, in experience rooms using hyperreality of real-life solutions to simulate the intended customer experiences.

Hyperreality can also be useful to connect customers with the company’s norms and values (Edvardsson, 2005).

5.1.1.6 Service Innovation

Service innovation starts when the service provider can control the delivery of the service process (quality assurance), then meeting appropriate customer expectation (customization), ending by benchmarking the competitors.

Service innovation focuses on solving customers’ problems, which is reflected in IKEA’s mission by providing solution to everyday life, while maintaining loyal customers’ base.

The focus of innovation is to compete by changing the rules and making competitors irrelevant. Successful innovation results in increased customer loyalty, which translates into increase repeat purchase cross-selling of related services, and recommendations to others. (International Trade Forum, 2000)

Berry et al. (2006) argued that service innovation should begin with corporate culture. Edvardsson believes that there are several companies which act globally-integrated enterprises have a strong values based brand (Edvardsson et al., 2006). These companies actively communicate with their customers about their values and instill their values into their suppliers and value chains (Brugmann and Prahalad, 2007). The values which drive value are

communicated to the employees and the wider public through advertising publicity, the internet, and in stores using customer placement and by co-workers interacting with customers (Edvadsson, 2007).

5.1.1.7 Market Communication

Market communications strategies are carried out from the international marketing manager. The obligations that the international marketing marketer has are to create a market communication strategy for the promotion of the company, its products and services.

The first step in the process of creating a market communication strategy is to: Identify the companies or the products characteristics and benefits, in order to communicate this further to the customers. Therefore it is of great importance to always overview the different changes in the market environment and target audience characteristics, in order to understand the entered market and use the marketing communication strategy effectively. (Czinkota & Ronkainen 2007)

5.1.1.7.1 Model overview of marketing communication

Moreover there are some alternative strategies available and they are called promotional mix, and the purpose is that the company's resources can be combined and adapted to market opportunities. (Czinkota & Ronkainen 2007) According to Fill (2006) the promotional mix can be used in numerous combinations and at different degree of intensity in order to communicate with the target audience. In addition Fill (2006) explains that the messages of the communication are conveyed through media and it should be clear and not confusing as they have different purposes and aims. (Fill 2006)

The promotional mix consists of following principles: (Czinkota & Ronkainen 2007)

Advertising – refers to be mass communication with non-personal involvement, with the aim to make the target audience to think and behave in a particular way. Furthermore the outcome is hard to measure, and the credibility is low. On the other hand it is a flexible tool due to that the

message can be communicated to national audience or a particular audience. The total cost can be extremely large but per contact it can be the lowest of all tools available in the promotional mix. (Fill 2006)

Personal selling – is a communication that is carried out face to face, and it is often a representative from the organization that has the mission to inform, persuade or remind the customers. This one to one based activity enables direct feed-back, from the customer. The cost associated to this activity is normally very large. (Fill 2006)

Public relations – is a form of communication that are associated with high credibility and low cost, and it refers to be messages that are non – paid, commercially significant news or editorial comments about ideas, products, or institutions. (Czinkota & Ronkainen 2007) The message should be communicated through third part media such as magazines, newspaper or news programs. Some other tools available are event, management, sponsorship and lobbying. The message that is distributed within the communication channel is hard to control, but the impact from the third-party can be more influential on the target audience, than any of the other tools in the communications mix. (Fill 2006)

Sales promotion – has the ability to add value and a strong ability to forward future sales, by several marketing techniques according to Fill. Moreover the sales promotion is controllable and it provides the company with market information. Sales promotion is like advertisement a non – personal form of communication, but related to lower cost than advertisement and associated with better capacity to target a smaller audience. (Fill 2006)

Direct marketing – attempts to building a relationship with the customer by target individual customers with personalized messages based upon their ability to respond to the direct marketing. In other words this is called one-to-one relationship and reflects to be a partnership with each customer, is being communicated with the customer on a direct and personal basic. Direct response media can for example be direct mail, magazine inserts, and television or print advertisement that uses telephone numbers to encourage a direct response from the customer. Moreover the direct response can also be incorporated within personal selling through

telemarketing and sales promotions main to build market knowledge and develop the database. In addition the key in direct marketing approach is to develop a database.

A direct marketing approach is complicated to use for a company due to the difficulty of the distribution therefore it has to be incorporated in the marketing plan. In other words the distribution is different, and the changes in the competitive environment may affect that the prices might need to be changed due to changes in the packing and the delivering cost. Moreover the product might need to be adapted in order to fit into the market which also affecting the prices of the product and the direct marketing strategies. (Fills 2006)

5.1.1.8 Standardization

Standardization is a phenomenon consisting of four scenarios, and it is the first question to answer after deciding to go international. The four alternatives for a company available to choose are:

- The product is launched without any modification **into the local market.**
- Modifying the product **in order to fit different countries or regions.**
- **Designing** new products **for foreign markets**
- **To create a global product this means incorporating all the difference into one flexible product design and then releases it to the global market.**

without any modification 0%	Modifying the product 50%
new products 100%	global product 75%

The above mentioned four alternatives can be approached, for implementation when enter a new foreign market. The factors are concerning different aspects for example if modification is needed or not, and how much in order to adjust to the local market. The preferred scenario is when a company only identifies target markets where products can be produced with minimal or no modification at all, since the company can save cost in both production and marketing for selling the same product worldwide.

The benefits of standardization are listed below:

- Economics of scale in economics
- Economics in product R&D
- Economics in marketing
- “Shrinking” of the world marketplace/economic integration
- Global competition

The above mentioned benefits of standardization are the driving forces for the companies to go international. For example in Europe, many international marketers use standardization method in their marketing approaches such as branding and packaging, across markets, since it reduce cost and allow the companies to compete more fairly on the global market with standardized product.

There are some international companies such as Coca-Cola, Levi`s Jeans, Colgate toothpaste which clearly illustrate that universal product and marketing strategy can work on the global market. In addition product standardization is in general increasing all over the world and are used by international companies, with extraordinary differences in company practices, depending on how the products are marketed and where they are marketed. In other words the successes of the company are heavily related due to the standardization (universal product/service/concept) and the ability to adapt the service/product/concept in order to fit to the local market. (Czinkota & Ronkainen 2007)

5.1.1.9 Adaptation

There are two types of products that need adaption industrial and consumer products.

The industrial products for example steel, chemicals, and agricultural equipment are less depended on the degree of cultural grounding, and requires less adjustment than consumer goods.

Consumer goods in most cases entails product adoption since there high degree of cultural grounding. For example luxury goods and personal care products tend to have high level of standardization while food products need more adoption. Other factors then cultural differences that effects the amount of adoption is the economic situation in the target country. For example if

the income in the target market is low, the company are forces to adjust by trying to simplify the product in order to make it affordable in the new market. Unilever for example changed their packing cost structure to fit the low-income Indians, so they could afford the product that where offered.

A common scenario of standardization and adaptation is that the international marketer may design and introduce new products especially for foreign market and customers may later be introduced elsewhere including in the domestic market.

For example IKEA launched a sleeper sofa in the United States of America to fit to the local taste. Later the concept of the sofa found demand in other regions in Europe. In contrary Coca-Cola introduce around 30-40 products a year and most of them are never marketed outside the country of introduction. Another example is the Colgate toothpaste that operates globally, although Colgate produces some products locally, such as spicy toothpaste formulated especially for the Middle East.

According to Czinkota & Ronkainen Companies are increasingly moving to develop global products by incorporating differences regionally or worldwide into one basic design. The method of creating a standard is to develop a standard model for example in United States and use the model for other new markets, this way is dramatically different from do it the other way around by obtaining inputs from the intended markets and using the data to create a standard. Moreover Czinkota & Ronkainen explains that it is of great importance that adaptability is built into the product around a standardized core. (Czinkota & Ronkainen 2007)

5.2 IKEA Culture

In order to understand IKEA culture, it is worth to know some other concepts such as IKEA Saga, IKEA vision and business Model.

5.2.1 The IKEA Saga

In order to understand IKEA and how the business idea of IKEA works, it is necessary to be familiar with IKEA saga. It is the story of IKEA since it started and how it has evolved into a global home furnishing retailer.

IKEA (Ingvar Kamprad Elmtaryd Agunnaryd) is a privately held, international home products Dutch corporation that designs and sells ready-to-assemble furniture, appliances and home accessories. The company is now the world's largest furniture retailer.

IKEA is a Swedish retail furniture company founded in 1943 in a small village in Småland by Ingvar Kamprad. IKEA is influenced by the mentality of the farmers how believe in working hard with small means, which allow them to keep the prices as low as possible with acceptable level of quality (Edvardsson, B. & Enquist, B. 2009).

The company soon evolved into a mail-order company. Two important events in the development of the IKEA concept are the IKEA catalogue, which introduced to be able to sell the furniture on a larger scale, and the opening of the Älmhult showroom, giving the customers the opportunity to see and touch the furniture before ordering the products.

IKEA now is one of the world's largest family-owned company. Although Kamprad has reached the retirement age, he remains active in the business, travelling in econoour class public transportation, visiting regularly his stores to listen to the interests of the customers.

Ingvar Kamprad insisted IKEA to expand rapidly without adapting its core concept to local tastes. Starting early 1960s, IKEA invaded firstly Sweden then Denmark. starting 1973, IKEA brought its high-design, good quality, reasonably priced products to Europe, Australasia and the US (Usunier and Lee, 2009). The company is keeping growing steadily with new expansions all over the world. IKEA has opened 15 new stores last year in 2009 and IKEA welcomed a total of 590 million visitors during 2009. IKEA has grown into a major actor on the world market with 267 stores owned by IKEA group and a further 34 stores owned and run by franchisees, outside

the IKEA group in 25 countries all over Europe, Asia, Northern America, and Arabian Gulf, and with 123 000 coworkers that generates an annual sales of more than 21,5 billion euros. Although IKEA has focused on company-owned outlets, franchising has been used in 14 countries and all stores operate on a franchising basis.

IKEA is a company that takes responsibility for both people and environment by having different programs and policies such as improving both the suppliers and the employees working conditions for example by forbidden children's labor. (IKEA 2010)

5.2.2 The IKEA Vision, Business Model and Strategies

The founder of IKEA, Ingvar Kamprad, formulated IKEA's vision and concept as;

“create a better everyday life for the many people by offering a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them”.

IKEA is seen as a service-oriented company in the sense that the focus of the company is clearly on serving people with well-designed, quality products at a price they can afford (Edvardson & Enquist, 2009). The company is not focusing of the physical furniture products itself, but on solutions of “real life problems” and make better life for the majority of the people. IKEA provides smart solutions for homes by implementing three criteria: good design, functionality, and low price, which IKEA calls it “democratic design”. According to Edvardsson and Enquist, strategy-making is concerned with the positioning of an organization in appropriate market niches. In the light of this concept, IKEA aims to target families with young children and young people starting a home, more specifically, first-time home buyers, young families and people renting their homes.

5.2.2.1 Product strategy

IKEA follows a standardized product strategy, which means that the product collection should be identically in all IKEA's stores all over the world. IKEA's products must meet strict IKEA requirements for durability, design, use, safety and care of environment. IKEA's products reflect light Scandinavian style. All IKEA products are designed by IKEA and then sourced globally since the products are produced by an outsourced company under solid quality-controlled conditions. (Usunier and Lee 2009).

IKEA insures that the names of the products are the same everywhere in the world; the founder of IKEA gave to the furniture Swedish towns names, for sofas, for example, Karlstad; and men names for table and chairs for example, Ingo. However, the mix of items that are offered for sale can differ in every store based on the local market. IKEA two ranges "base range" which is the range that all IKEA's store has everywhere, and "extra range" which is the range that store carries based on the local market requirement (Edvardsson, B. & Enquist, B. 2009).

IKEA was the first company ever in the market that introduced the idea of flat-pack merchandising. Flat-packaging concept implies that the customers play a crucial role in the purchase process. The customers have to assemble the parts of the product by themselves following the instructions of how to do it, and became co-producer of the IKEA solutions (Usunier and Lee 2009). This concept also helps IKEA to reduce the cost and time when shipping the product from the factory to the store, since it helps to fit more products into every load-carrying unit (Edvardsson, B. & Enquist, B. 2009)

5.2.2.2 Pricing Strategy

The IKEA concept is based on low price; products are designed to offer prices that are 30 to 50 per cent lower than fully assembled competing products (Usunier, 2009). In order to keep this constrain, many business practices have been used such as high-volume purchasing, low-cost logistics (the flat-packs) and inexpensive retail space mainly located in the suburbs. Though, the prices are kept to be as much standardized as possible all over the world. IKEA's strategy enables the company to have a market share, where IKEA is active, of approximately 5-10 per cent (Edvardsson & Enquist, 2009).

5.2.2.3 Shopping experience

IKEA's shopping experience is a unique element in the marketing mix. IKEA assures favorable shopping experience through what it is called "experience room" to enable customers to test the products before it is being purchased and consumed (Edvardsson, Enquist, 2009), moreover, IKEA provides its customers solution to "real-life problems at home" which implies that the customers can get inspiration from IKEA home designs in order to decorate their own homes.

In addition to the products, the customers of IKEA have a great shopping experience through the self-service shopping, and they have the ability to visit the self-service restaurant with Swedish menu items, a snack bar, Swedish food boutique and the Småland, the child-care center for customers (Edvardsson, B. & Enquist, B. 2009).

5.2.2.4 Communications strategy

IKEA marketing communication is based on printed catalogue, a huge portion of the communication budget is devoted for catalogue, other media (TV, radio, and the internet) are increasingly being used. The message that is being sent to customers is the emphasis of the low price. IKEA focus on communicating how customers can co-create solutions to real-life problems. The same things apply for advertising in the catalogue, brochures and all websites. IKEA communicate with the majority of its people in its advertisings with focus on low price, and the friendly of the environment, In addition, IKEA uses customer club and also in IKEA store through the interaction between the customers and the co-workers.

5.2.2.5 IWAY and IKEA's Co-workers

IWAY is a concept has been introduced by IKEA in 2000, the concept emphasizes good working conditions for both employees and suppliers, and the protection of the outside environment. IKEA prefers to call their employees "co-workers" instead of "employees", the reason behind this name is that "co-workers" reflects the company's way of doing business, it suggests shared values, for example, togetherness, cost-consciousness, respect, and simplicity.

IKEA's recruitment of employees makes sure that the employees share IKEA's spirit and culture; At the same time, the human resource policy in IKEA looks to provide the co-workers with the opportunity to grow and continuously encourages their employees to learn, improve and to look for new and better ways of doing things every aspect of their work, and also to take the

responsibility in their work. Moreover, IKEA ensures that managers have appropriate training and the ability to ensure the professional development of the co-workers.

5.3 Welcome to Saudi Arabia

5.3.1 General Information

Saudi Arabia covers most of the Arabian Peninsula. The country located in Middle East, the Asian part. The Red Sea is bordered Saudi from the west and Jordan and Iraq from the north, in the east side reside Kuwait, Bahrain, Qatar, United Arab Emirates and Arabian Gulf, and Oman Yemen sit in the south.



Figure 1 Saudi Arabia Map

Saudi Arabia is a monarchy ruled by a king. Saudi Arabia is considered a stable country in unstable region the Middle East, and has a modern and well-developed civil infrastructure like modern airports and organized roads.

Saudi Arabia has a great reputation in both the Arabic and Islamic world since the kingdom is the host of Mecca and Medina, the holiest Islamic cities.

Some facts about Saudi Arabia in the table below:

<i>Capital</i>	Riyadh
<i>Population</i>	28,686,633 including 5,00,000 non-nationals
<i>Currency</i>	Saudi Riyal
<i>Language</i>	Arabic
<i>Literacy Rate</i>	84.7% (male), 70.8% (female)
<i>Annual Population Growth Rate</i>	3.3 percent
<i>Area</i>	750,965 square miles (1,945,000 sq km)
<i>Major Cities</i>	Dammam, Dhahran, Jeddah, Jubail, al-Khubar, Mecca, Medina, Najran, Riyadh, Tabuk
<i>Natural Recourses</i>	Petroleum, natural gas, iron ore, gold, copper
<i>Main industries</i>	Oil and gas production, petrochemicals, wheat, construction, communication and transportation.

Table 1 Axiom Press, Inc. Bering Guides : Business Travel in Saudi Arabia.

5.3.2 Saudi Arabian Economy

Saudi Arabia's economy is now the world's 23rd (CIA, 2009). Oil and oil related industries contribute the great wealth of the Saudi economy. It possesses about 20% of the world's proven petroleum reserves, ranks as the largest exporter of petroleum, and plays a leading role in OPEC. In 2009, industry accounts to 60.4% of the GDP of Saudi Arabia, while, 3.2% and 36.4% for agriculture and services respectively.

Arabs comprise the major ethnic in Saudi Arabia, and afro Asian comprises around 10% of the population. Nevertheless, Saudi Arabia depends heavily on the foreign labor. In 2009, 80% of the labor force in non- national (factbook). Roughly 5.5 million foreign workers play an important role in the Saudi economy, particularly in the oil and service sectors. To mention, a large number of westerns are working the Saudi Arabia fill top positions in the companies operating in the kingdom especially in state-owned companies. Saudi Arabia is encouraging the private sector to employ more locals to reduce the unemployment among its own nationals which scored 12 % in 2008 (factbook) this figure represents only the males, the figure goes up to 25% including the females.

Saudi Arabia is a young nation, the youth who exists in the category between 15-64 years accounts for 59.5% of the whole population in the country (factbook, 2009). They lack of education and technical skills which is required by the private sector. Though, the majorities of Saudi business people have been educated in the West and speak good English.

5.3.3 A shift into internationalization

The new Saudi generation is significantly influenced by the western life-style. The new generation has the opportunity to travel abroad to study in western universities and for tourism, according to the statistics; 3.5 million Saudis are travelling abroad for tourism and spending 35 billion SAR. Saudi's people are more exposed to other cultures due many reasons such as, high number of foreign labor who came to work in the kingdom from all over the world, people have access to high speed internet, 7.7 million in 2008 (factbook, 2008) and large number of TV channels.

The new Saudi generation is more educated, more open to other cultures than the old one. Many young people in Saudi are studying or have studied abroad. Those are looking for jobs in an international companies where they can demonstrate their skills freely, have the opportunity to grow as an individual, and keep on touch with the latest business practices and technology.

High buildings with tens of floors became a modern theme of the modern Saudi's cities. Saudis now are moving to live in apartments furnished in western style.

Foreign retailers have been expanding largely into Saudi Arabia; brands such as Carrefour, IKEA and Géant are good examples. In addition to almost all famous brands in the world for cosmetics and fashion such as Chanel, Armani and Gucci; it is also very common to see in Jeddah street very luxury cars like Mercedes, Porshe. This boom in retailing industry has led to the shopping malls phenomenon. Tens of shopping malls are spread over the big cities. Saudis look at the shopping malls as a place for shopping and leisure. Most of the shopping malls are designed to keep the families happy by providing restaurants, games for the children, and cafes.

20 years ago, Parents were in charge to choose the furniture for their children. In Saudi Arabia, children don't leave their children at early ages in the opposite to children in the western societies where they leave their parents once they become 18. Moreover, the parents feel it is their duty to help their children to get married and participate in furnishing their children home. Therefore, Saudi's old generation had less freedom to choose their home furniture; moreover, the old generation's parents usually prefer the classic furniture with ornaments, such furniture is often very expensive and usually last for a long time. Abdullah Nasir said *"This view has been changed due to the reasons mentioned above, the new generation now has more freedom financially and socially to choose what they personally prefer, they like to have furniture that looks modern, simple, and youthful last for 5 years"*.

Arabs perceptions about the West vary among the people, Saudis, for instance, who have lived or studied in the west, have a favorable impression of the west generally speaking; they value their innovations, work ethics, and education. However, people in Middle East in general are less willing to embrace the westernization some Saudis feel threatened by Westernization since they feel it is a threat on their own culture.

5.3.4 The story of Franchising

Due to the strict governmental regulation in Saudi Arabia before 2000, foreign investors are required to have a local partner in order to establish a direct investment in the kingdom. IKEA was forced to search for a local partner to be able to enter the Saudi market.

Information about how to become an IKEA's franchisee can easily be found on IKEA website. Inter IKEA Systems B.V., the owner and world-wide franchisor of the IKEA Concept, aims to bring IKEA products to as many people as possible by franchising the IKEA Concept to IKEA Franchisees. Inter IKEA Systems B.V. constantly seeks market expansion, and grants new franchisees to markets/territories according to a detailed expansion plan.

Franchises are granted only to organizations and/or individuals that can secure a strong market position and market penetration in the given territory. Franchises are only granted to organizations and/or individuals that have extensive retail experience and solid local market knowledge. Opening an IKEA franchise requires a considerable investment by the IKEA franchisee http://www.ikea.com/ms/en_US/about_ikea/the_ikea_way/faq/index.html.

Although IKEA Jeddah in Saudi Arabia is the first franchised store in IKEA history, but it not the only one. IKEA authorized to 34 stores in 16 countries in the world to run by franchisees outside the IKEA Group. These are Australia (2), the United Arab Emirates (2), Cyprus (1), Greece (3), Hong Kong (3), Iceland (1), Israel (1), Kuwait (1), Malaysia (1), the Netherlands (1), Romania (1), Saudi Arabia (3), Singapore (2), Spain (4), Taiwan (4), and Turkey (4).

5.4 Culture

Culture is a very abroad concept to which there is no simple definition. Some meanings that can be understood from culture is that Culture is the way we are doing things around, which leads to how people make sense and meaning to the things around them. It is the way people understand and interpret the world around them.

Culture penetrates all aspects of human society. Culture affects the way people think, behave, talk, and dress. It is shared among people and it is transferred from generation to generation. People hold culture in their heads, but although their heads are hidden, but their culture will be interpreted into obvious actions.

We found this definition of culture serves the best:

Culture refers to a set of shared beliefs, norms, and attitudes that are used to guide the behaviors of a group of people, to explain the world around them and to solve their problems (DeCapua, A. & Wintergerst, 2004).

Cultures are dynamic, which means that cultures change from time to time based on many factors. People adapt to the changes in their surroundings. Culture is a collection of many different elements, to name some, beliefs, values, norms, mores, taboos and attitudes.

5.4.1 Arabic and Islamic Culture

The key of understanding the Saudi culture is to understand Islamic religion which directly affects the conservative behavior, and also to understand the political system, and the weather.

5.4.1.1 Beliefs and Religions

Muslim faith plays a significant role in the people's lives. *Islare is an Arabic word which literally means submission, Islare is a religion based on a belief in one God and the teaching of Muhammad (Cambridge).*

Islare is the dominated religion in Saudi Arabia; and it is the central daily life. The majority of the population in Saudi Arabia believes in Islam; and Quran, the holy book of Muslims, is considered the guidance of their life. By understanding the religion, it becomes easy to understand the interactions among Saudi people in every aspect of their life, Islare affects people behavior, customs, celebrations, festivals, heroes, symbols, rites and institutions.

5.4.1.2 Symbols, Customs and the Conservative behavior

Saudi Arabia banned items which are opposite to the principles of the Islamic religion. no pork, no alcoholic beverages, no weapons, no other religions symbols and pornography. Imported and domestic publishing are censored if it contains any material that might be considered offensive to the values and the culture of the country.

In public, Arabs behave conservatively. Person's actions, appearance, joking and arguments should follow a conservative behavior. People are expected to keep calm in public and to avoid attracting people's attraction even by haircut or clothes...etc., moreover, private arguments

between spouses, friends and people should be kept private or conducted in a way that guarantees no one else is aware of it. Photography is not permitted; it needs permission before photographing people or any building.

The norms for public behavior are extremely conservative. This still has a great effect on Saudi society, especially on the position of women; gender separation is strict, Women are expected to dress modestly to avoid offence. They are required by law to be covered in black robes (*abaya*) and veil (Hejab) when they are outside home, Women also don't drive cars. The Najd and other remote areas remain very traditional and much conservative in comparison to the rest of the country; this way of life is being altered by modernization and rapid development. Saudis' men dress ranges from the traditional flowing robes to blue jeans, T-shirts and western business suits. The robes help the circulation of air around the body to help keep it cool, and the head dress provides protection from the sun. Men should not wear shorts in public or go without a shirt.

5.4.1.3 The Family

Saudi life is centered around the family, weddings, visiting relatives, and family parties. Arabs in general, respect and honor their families and it is considered the center of reputation. Arabs have long-term commitment to the member 'group', that being a family, extended family, or extended relationships. The children are expected to look after their parents when they get old, especially the sons who has financial capability.

Arabic society is a masculine society, The husband is the head of the family, he is responsible for providing the family living means like food, clothes and support the wife and the future of the family, many times, the father provide the children with financial support even when they are married, the mother has a great power over the children and inside the house. The children seldom leave home until they marry, and everyone is expected to marry at a certain age.

Arabs give high interest to the children education, many families send their children abroad to learn, educated people are highly respected in their society either man or woman.

Family wise, Saudi's families attend to be large, with an average of 5.03 children per family (A.J. Sufian, Socioeconomic factors and fertility in the Eastern Province of Saudi Arabia, *Biol Soc* 7 (1990), pp. 186–193.).

5.4.1.4 Holidays and Holy Days

Friday is the Muslim Holy Day of the week, making the weekend Thursday and Friday (though some businesses do open on Thursday morning). Muslims generally have five prayer times throughout each day: sunrise, midday, afternoon, evening, night. In prayer times, people need to go to mosques and perform their prayers. Therefore, it is mandatory for shops, offices and any commercial to close for 20 minutes until the pray is done (in Saudi Arabia).

Ramadan is the month of fasting for all Muslims all over the globe. Muslims have to stop eating, drinking, smoking and even doing sex during the daylight hours. People are not allowed to eat in public places during Ramadan. All restaurants and cafes are closed during the day time. During this holy month, all business abbreviated its working hours. Ramadan ends with celebration called Eid El-fitr which lasts for 4 days.

5.4.1.5 Arabic Language

Language is one of the most important elements that form culture. The classical Arabic is the official language of Saudi Arabia and is considered as a holy language and has a great respect among all Muslims on the earth since it is the language of the Quran, the holy book of all Muslims, Arabic is spoken by more than 200 million speakers in more than 22 countries in Middle East, and North Africa, hence, it is ranked the sixth in the world's league table of languages. Arabic Alphabet consists of 28 letters and it is written from right to left. It belongs to the Semitic languages which include in addition to Arabic, Hebrew and Amharic, the official language in Ethiopia.

Arabic is spoken by the majority of the population in Saudi Arabia, though, there is difference in the dialect between people in Urban and rural areas. Arabic is not the only language that is spoken in Saudi Arabia, non-nationals don't speak Arabic, they speak the language of the countries they came from, for example, English, Urdu, Farsi and Turkish.

Arabic language contains 28 letters, 10 of which do not exist in the English language. Arabic does not contain the sounds: P, V, X, Ch, G. Arabic language is written from right-to-left, opposite that of the English writing system. In addition, Arabic has its own numeric system (originally borrowed from India) but still used its original set of numbers as well (The English numbers are borrowed from Arabic originally, i.e. 1, 2, 3...). the most interesting thing is that Arabic differentiates between male and female in pronouns, verbs, words, and sentence structure. Pronouns like "they" and "you" have specifications for male and female, singular and plural.

5.4.2 Geert Hofstede Cultural Dimensions

Greet Hofstede, a Dutch researcher, came up with four dimensions of the national culture. These dimensions can be of a great importance when it comes to analyzing a country's culture. The dimensions are power distance, uncertainty avoidance, masculinity and individualism (Hofstede, 2010).

Power distance refers to the extent in which individual can accept the unequal distribution of the power within the society. Uncertainty avoidance refers to the extent that people can accept unstructured situations; while masculinity refers to the distribution to the rules between the female and the male. individualism refers to the extent in which the individual is integrated in the group (Hofstede, 2010).

Hofstede found when he studied Arab world that Islam plays significant role in the Arabs lives. The study shows that Arab world has a high power distance and uncertainty avoidance. Meaning that Arabs are controlled by high level of laws and regulation that reduce the uncertainty of the society, people are not ready to accept change and take risk, also, inequalities of power and wealth have been allowed. Masculinity scored slightly higher than the average, meaning that the women have lower rights than the men. Finally, Arabs scored low level of individualism where the Arab gives much interest of his family and relatives not only himself.

6 Empirics

6.1 Study of IKEA in Saudi Arabia

This chapter represents our empirical study about IKEA of Saudi Arabia, the chapter includes our own interviews and observations of the customers, the employees and the managers. This study leads to the key reasons of why IKEA culture fits the Chinese culture although it is based on different values. The chapter ends with a thorough analysis and conclusion.

6.1.1 General Information

In 1983 IKEA has established one of the first IKEA's franchised store ever in the world in Jeddah in Saudi Arabia and for the first time in Kingdom. The store was basically a villa of 500 sqm to be used for two purposes, as a showroom and at the same time to test the market. After two years of success in Saudi market, IKEA has relocated Jeddah's store to be the biggest furniture retail store in the whole Middle East, the new store had an area of 8000 sqm, and was part of a shopping center. The challenge that IKEA faced at that time was that IKEA was not well known neither in the kingdom nor in the US which made it hard for IKEA's owner in Saudi Arabia to find a shopping mall that could rent a huge area for such unknown company, the landlord of the mall should make sure that the business is successful in order to be able to rent it out, this forced IKEA's owner in Saudi Arabia to manage the area of the store by renting it from a mall owned by their family Alsulaiman. The store has encountered a huge success from the customers which lead IKEA in 1993 to open a new outlet in the capital of Saudi Arabia in AL Riyadh, the store had 16000 sqm.

IKEA faced by a huge demand on its products, which led IKEA to extent its stores to meet the high demand and built their own stores where they can display freely IKEA huge range. In 2004, the opening of two stores in Jeddah and Riyadh at once has been done for the first time in IKEA's bright history. The stores were 28000 sqm each, which considered medium size in IKEA's store measurement. Finally, IKEA went in 2008 to the east of the kingdom and constructed in al Dhahran the last store, the store of small size and account for 22000 sqm.

All IKEA's stores are owned and operated under the name of Ghassan Ahmed Al Sulaiman, furnishing co Ltd. The name directly indicates the nature of the company. Ghassan Ahmed Al

Sulaiman is the first, father’s name and the family name of the person who owns the contract of franchising IKEA in Saudi Arabia. Ghassan or as people call him Dr Ghassan is a member of a reputed and well established Saudi Arabian Trading family. The members of the Al Sulaiman family are involved in different fields of industry, trade, retailing and real estate enterprises; Dr. Ghassan is a member of many profit and non-profit association.

IKEA currently has three stores in Saudi Arabia, all stores consist of two floors. Jeddah store has the parking under the store in the ground floor, while in Riyadh and Dhahran the parking resides outside the store, as a respond of the weather, IKEA added canopies to the parking in Riyadh store in respond to the hot weather, while the cars parking in Jeddah is located under the store to keep the car away from the scorching sun rays.

store	Number of floors	location	Area in SQM	Number of employees
Jeddah	2	Inside the city	28000	250
Riyadh	2	Suburbs	28000	225
Dhahran	2		22000	

During our work on the thesis, we have carried out a small number of conversations with co-workers and managers at high levels in the organization. We could manage to have online conference with the Human resource manager and the marketing manager in IKEA Jeddah store in Saudi Arabia, the chat went informal with some humors and it lasted sometimes 3 hours in a row. In addition, more than 25 interviews with customers have been carried out inside and outside IKEA store to get closer image about their opinions about IKEA Jeddah store.

6.1.2 Our First Impression about Jeddah and IKEA

It was 19th August 2010 when we arrived to Jeddah in Saudi Arabia after a long trip, started from Stockholm to Istanbul where We had to stay 11 hours to change the plane to Jeddah. Once we arrived to Jeddah and we went out of the plane, we could feel the 49C weather with the high humidity. We have been received by IKEA employee who was waiting for our arrival and gave

us a drive to the company to meet the staff there, then gave us a drive to our residence where we already arrange about 15 minutes from IKEA store- we were lucky-. Our first impression about Jeddah was surprising: wide roads, bridges, unbelievable number of modern and luxury cars in particular, the American and Japanese cars such as the big GMCs, the Toyota Land Cruiser. It was common to see a lot of high buildings, mosques, hundreds of hotels range between 1 star to 5 stars, and unbelievable number of fast food chains western based such as Mc Donald, KFC or local based such as Al Tazaj and AL Baik and thousands of Asian restaurants like Indians, Pakistanis, Afghanis and Indonesians. The streets were empty of pedestrians, or bikes, almost everyone in the city has a car. We could not open the window of the car because it was very much hot outside, and the car was fully conditioned.

Closely and closely, after we passed the bridge, we could see the huge IKEA logo from a distance, then we could see a huge building colored in blue, and written on it **IKEA home furnishings** from a side, and in Arabic أيكيا تآئيث المنزل which is the exact translation to the English logo. The store located in the center of Jeddah city (different from IKEA location strategy) in a neighborhood called Al Azizieh, on the crossing of Al Settin Str with Al Tahlieh Str. Unfortunately the areas in Saudi Arabia are not named in the same way in Western countries; just to mention, the stores in Alryadh and Al Thahrán are located outside the city. Once we arrived to IKEA store, we met the HR manager who was expecting us, then went to his office who was separated from other managers' offices. We also greeted the managers one by one, they were very much welcoming. We could make very quick friendships with many of them.

The managers were sitting in an open area with very simple offices; they were talking together, laughing sometimes and exchanging some knowledge about the business. The managers were speaking English when non-Arabic manager is speaking to other managers, Arabic when it comes to humors and mixing Arabic with English when Arab managers are talking to each other in business related matters.

6.2 IKEA Shopping Experience

At the store, customers are enjoying their time by doing a lot of things, they are measuring, discussing together, and asking IKEA's coworkers about the products.

We noticed that most of the customers were visiting IKEA in a group of 2-5 persons; most are couples, families or friends, exchanging the opinions about the product and advise each other which is the best for the home. Many of the customers where talking on phone with their wives or friends or even the wife is talking to her husband about what to buy or asking about the sizes, prices and the colors.

In the following I'm going to present some of IKEA services associated with our own observation and comments for both the managers and the customers.

6.2.1 Self-service concept

Working with different culture seems to be a hard task for IKEA once goes abroad. IKEA's self-service concept has been introduced for the first time in Saudi Arabia in furniture retailing industry. Customers were not aware about the concept and how it works in such an industry where they were used to be served by the employees for even delivery and assembly services.

Abdulla explained further:

IKEA is the only furniture store in the kingdom where people can shop freely from A to Z without any interaction from the employee's in opposition to the prevalent Arabic culture where people expect the store's employees to follow them within the store and provide them with the relevant information about the products, sometimes even it goes extremely to the extent that the customers expect the employees to deliver their products to the car and in some cases, to open the door of the car.

Abdullah added that when IKEA came with a new shopping concept, the concept where the product is selling itself without any interaction from the employees, the customers were a bit confused and irritated, and they felt that the company does not serve them well, many of them got upset. He said.

Upon a question of how did IKEA overcame this cultural attitude with its customers, Abdullah answered:

IKEA followed many tactics to cope with its customers' cultural mentality by using a collection of employees training and store communication. First of all, IKEA trained its employees well in

order to deal carefully with such kind of customers and provide them with the relevant information once they ask for. Employees offer their services even without being asked from the customers. Once the employee notices the customer is a bit confused in his purchasing decision, he or she can take a step forward and help the customer. The HR manager added, IKEA decided to start from the customers and educate them gradually about IKEA shopping method; it was a big challenge for IKEA at least the last five years, employees in the store explained the customers why “shopping yourself” is beneficial for them, and how the customers will be rewarded with low prices by self-service shopping. IKEA ensure to its customers that its products are cheaper than similar products in the market, and this message has been successfully delivered to the convinced customers.

IKEA introduced an effective tool to communicate with its inexperienced customers to explain how to shop in IKEA. Screens are being placed at the entrance of the store, the screens play a DVD dubbed into Arabic with Arabic subtitles for those who are not able to hear. The actors in the DVD are Europeans and Americans but dressed in local culture's accepted dress. The materials that have are being played are full of explanations to the shopping process in the store, and give answers to how to buy, how to pay and how to serve yourself.

Carrying a sofa or wardrobe seems something very hard for Arabs to do by themselves. Many of IKEA's customers in Saudi Arabia were questioning themselves, why does IKEA have employees if they are not delivering the sofa or the wardrobe to our homes.

Most of the complaints we heard in IKEA store was about the delivery, some customers complain from the delivery company TNT, others from the barriers outside the store, and some from the escalators in the store.

Sami, 29 years, complained from the berries that has placed on the platform outside the store which makes it hard for him to take his purchases out to the car, “I am afraid to leave my purchases on the platform alone while I have to go to bring my car” Sami also complained also from the entrance of the escalator which he thinks it is very narrow to take the furniture out from the store. Sami probably did not see elevator that is meant to be used to take the furniture down to the parking area.

6.2.2 Freedom of Product Experience

Abdulrahman 37 years old, designer, was describing to me his shopping experience at IKEA store, *“we feel very happy and satisfied when shopping at IKEA store, we can feel free to try any product freely without any interference from any employee, the prices of the products are fixed, we don’t need to bargain for the price as in the other furniture stores in Jeddah, which irritates me very much, in IKEA, all products are design to be sold and to be acceptable for the all people, while in other furniture stores in Jeddah, only the products that the owner of the store wants to get rid of are being presented”*.

6.2.3 No “don’t” in IKEA store

IKEA does not use “don’t” inside its store. IKEA is trying to make shopping experience in its store very favorable for the customers, In Jeddah store; it is hardly to find a sign which contains a “don’t do” on it. One of the managers told us that here in IKEA everything is different from what people were used to see in other stores or even different to the local culture, for example, in IKEA we leave the children do whatever they want in the store, as long as they are not damaging something, you can hear their smiles, and screams over the store, customers have the full freedom to use their four senses (Sight, Hearing, Smell, Touch) with our products in the store as long as they want. We don’t say “don’t” run or “don’t” touch or even “don’t” smoke. What we do is to give the customer the full freedom inside the store to enjoy a favorable shopping experience. We offer the customers a smoking room, which is located at the end of the restaurant where they can smoke freely away from other non-smokers customers.

6.2.4 Easy to Assemble

Abdulrahman opinion is in consistent with Um Karim, Um Karim, 59 years old housewife told me that we are pretty satisfied with the self-service “we have a driver, as all Saudis, who carry the products we buy from the cashier point to the car” and also she is also satisfied with “do it yourself” concept, “it is easy and we can find all information regarding the assembling with the instructions provided along with the product”. Um Ayman is also very satisfied with the “do it yourself”, “the different thing in IKEA is that its products are designed to be easy assembled with anyone, we are a woman, and still, we can buy our purchases alone and take it to the car alone and even to assemble it alone, everything is clear and well written in the instruction sheet which is provided with the product” Um Ayman was proud to tell me that she still have products

from IKEA which have been bought for more than 15 years ago. *“I have at home a cupboard that we bought for more than 15 years ago from IKEA old store and it is still functioning well”.*

6.2.5 Inspiration of IKEA Design

Most of the IKEA customers look at IKEA products as “modern” “light” “cheerful” “smart solution for daily life” “youthful” “inspiring”.

Mohammed Alwan, 17 years old, a student in media and communication program at the university, told me that he frequently comes to IKEA alone to get inspired by the nice, simple design IKEA offers *“ I come from time to time here to even buy or just get some ideas for our private room which I decorate myself”* Mohammed depends on himself when he buys IKEA products *“I buy IKEA products from our own savings which I saved from our parents assistance and from the university grants”*

Mohammed informed us that he got the highest grade in his school therefore he got the grants. Abdulrahman shared Mohammed the same opinion *“I like their way they mix the light with the furniture, I came here to get inspired by their wonderful and creative idea of the design, they are without a doubt, the best in the market in the combination between the design, the quality and the price, IKEA offers us simple design, at our budget, not all of the products, I find the furniture is more expensive to the same products in the market, but I trust IKEA’s brand and I like when they offer different covers for the sofa which allow me to change the theme of our room anytime without paying much money”*; Abdulbaset agrees also with the previous customers *“I like to buy from IKEA my new furniture because it is very modern and have acceptable quality, it is not the best in the market, but I feel the design gives the modern impression of our company to our customers”*

6.2.6 The Formula Quality/Price

The majority of the customers think that IKEA prices are expensive; especially when they are compared to local prices and cheap imitations. Abdulrahman thinks that IKEA offers different prices for the furniture and for the accessories. *“I think IKEA’s products are at acceptable prices generally speaking, but we can find cheaper prices for similar furniture in other competitors’*

stores, in spite IKEA offers cheap prices for accessories”. Dames 40 years old, a father for a family of 5 children told me a lot about IKEA “the women are fond of IKEA, they decide and I just pay, sometimes, I have a long argument with our wife when she comes to the store, she likes everything and wants to buy everything in the store, even things which we don’t even need at home, she is able to spend 100,000 SAR or about 200,000 SEK in one visit to the store”

Kotaiba: what do you think about IKEA products and prices?

Dames: *“I can tell you that the prices are expensive for the kitchen, and the sleeping room furniture, but for the quality, it is more than average in comparison with the market”*.

The products of IKEA have a clear price tag which includes the product name, description, code and the price, the tag is written in both Arabic and English.

There is something got our attraction which is that the prices does not have fraction like those we see in IKEA Sweden; for example, the wardrobe Billy cost 245 SAR not 249 SAR. Yousef Abu Ayyash mentioned why IKEA in Saudi Arabia does not use fraction prices. *“In Saudi Arabia not everyone uses credit cards, it is not widely used therefore, by using fraction prices will slow down the cash and as a result will reduce the level of service for the customers”*.

IKEA is attracting gray customers as well, Um Ayman 53 years old housewife, believes that IKEA is a fantastic world. *“I am an old customer for IKEA for more than 20 years, all my home is furnished by IKEA, even when we find similar products in other markets, I don’t buy from there, I prefer to buy all our furniture from IKEA to have a united theme for our home, IKEA has acceptable prices that suit me well, but the prices of the kitchen are very high in comparison with the other competitors”*.

In spite IKEA goal is to provide cheap products to the majority of the customers, but the customers don’t think that IKEA has “the cheap product”, in order to fill this gap between the customers’ perception and the company vision, IKEA will continue to insist lowering prices. Yousef, furniture manager in Jeddah store told me that IKEA policy is to focus on the first 20 high selling furniture by ordering high quantity in the next year which will contribute to decreasing the prices accordingly.

Muhanned is an interior designer; he came with his customer, Abdulbaset, to choose furniture to his new office in the city center.

Muhanned: I usually bring my customers to choose their furniture from the market; many of them buy from IKEA.

6.2.7 Product range

Ahmad Altayar, the range manager said *“we have the same products of IKEA worldwide, we have not changed or adapt any product, the only difference is we choose different range, for example, we don’t offer pets products because we cannot compete with the specialized stores of pets and due to the local culture, Arabic culture doesn’t accept to have animals at home (influenced by the Islamic religion)”*.

The names of the product in the stores remain the same like in any IKEA store in the world, names like Karlstad for a sofa and Ektorp for a chair were seen clearly on the catalog and on the price tag, Mohammed, a customer we met told me that IKEA products names does not sound familiar for him but it does not bother him because he did not understand it.

The interesting thing we found regarding the names was that IKEA changed the description of some products to be acceptable by the local culture, for example, the name of wine glass becomes Juice glass.

Ahmad Altayar provided more information about the product range *“Also, all Christmas products have been removed from our product range due to the Islamic values since the Saudi’s customers do not accept these products. Moreover, all products that carry other religions symbols such as cross or the Jewish candlestick have been taken out from the product range”* he continued.

Some of IKEA customers are a bit confused about IKEA products, others are disappointed, we ran into a guy who was wandering in the store with his sister and wife, Ahmad expressed his confusion and disappointment from IKEA products *“when I usually come to IKEA store, I assume that IKEA is a Swedish company and the all products are made in Sweden and made from Swedish wood, but I became very much disappointment when we see under the product is*

written (made in China), they should aware us about this, since for me it would be better to go to another Chinese stores which is cheaper and have almost the same design”

6.2.8 Service scape

IKEA has responded to the high influence of the religion and big families in Saudi Arabia in regards to the store layout. IKEA allocated a small part of the store to be a mosque, so customers and employees will have the ability to pray during their shopping or working in the store and not miss any prayers.

IKEA added tables and chairs to the family section in (the café area) in front of the cashier, Yousef Abo Ayyash told us *“the reason behind that is that women prefer to sit and have a rest after long shopping time while their husbands are paying at the cashier”*.

IKEA went further in adopting its store layout to fit the big families. All furniture decorations have been adapted to give solution to the big family number of Saudi’s family, it is clear from the kitchen decoration and the decoration of the living room that IKEA designers have added more chairs and more space. For example, the dining room has a long table surrounded by eight chairs which is not common in Sweden for example. It is also worth to mention that there is no music in the store.

IKEA added balconies decoration to the store. The range manager said *“We faced some difficulties when we designed IKEA store services scape, for the service scap that deals with the outdoor, we faced the humid and the hot weather, and the conservative behavior of the Saudi’s families where people don’t sit out in the balconies freely so they don’t spend time outdoor for the above reasons, you will not find chairs in Saudi’s balcony therefore, We have studied Saudis needs for the balconies, we found that people here use the balcony for storage, laundry and sometime for relaxing...so we are now working on introducing new designs in our store for such needs”*.

6.2.9 Småland

Småland in Jeddah store looks like any Småland elsewhere but we noticed some differences, IKEA added a wide screen playing a children channel called MBC3 teens for children to be able

to watch their favorite cartoon films. Moreover, IKEA provided Småland with a library with books for the children and also drawing books so the children and have fun and get knowledge while they are in Småland.

IKEA allows only children from 3-4 years old to stay in Småland because older ages are quarreling with smaller ages according to Jamila, IKEA coworker. Many parents were leaving their children at Småland and leave for a long time outside the store.

IKEA added video games to Småland in Riyadh store. Abdulla Nasser the HR manager informed me about the reason behind adding video games in Småland *“IKEA got a lot of troubles with the parents, they want to let their children who are over the accepted age to enter Småland, those children are disturbing by quarrelling with other younger children. IKEA decided to add video games for older children to have fun and avoid the troubles in our Småland, and by that the customers remain satisfied and we maintain our rules in Småland”*.

IKEA customers were pretty satisfied with IKEA child-care Småland, Um Mohammed said *“we trust IKEA’s employees who take care of our son, he is well treated”* the same opinion is shared by Um Walid, but Huda disagrees with both ladies, *“we don’t leave our children in Småland because we are afraid of a virus infection while the children are playing with each other with the balls, the virus might be transferred to them from the other children or even by the balls themselves”*.

6.2.10 Convenient Opening Hours

Opening hours in IKEA’s stores in Saudi Arabia are highly influenced by the religion, weather and the local life style. The opening hours in all IKEA stores in Saudi Arabia is from 10 am to 24 pm six days a week, but on Friday, where it is a holiday and Muslims go to the mosques in the middle of the day and pray; the stores opens from 5 pm to 24. Moreover, there is special opening hours during Ramadan and Eid. Stephan Manzanares, the sales manager, advised me about some adaptations that happened to IKEA stores in Saudi Arabia based on the weather *“IKEA opens the door for customers half an hour before the opening hour due to the hot and steaming weather”*. IKEA outlets close four times per day for prayers; the stores close for 25 minutes per each prayer, a pre-announcement for closing is being announced over internal *“radio”* loudspeakers to all the customers and the employees who are in the store to be informed about the pray time, the

announcement is being repeated four times to ensure that the message of closing is carefully received by all people in the store. Customers are allowed to stay in the store but cannot go out or contact any employee since there will not be any during the pray time. In Ramadan, the restaurant closes the whole day and opens only after Isha pray, prayer is the night-time daily prayer, it is usually around 7 o'clock, but the store opens the whole day in Ramadan as usual but closes between Maghreb prayer, sunset daily prayer, and Isha'a prayer.

IKEA's stores close only one day in the year. The only day that IKEA closes entirely is on Eid al-Fitr, which is the Muslims' holiday that indicates the end of Ramadan, the Islamic holy month of fasting. Eid al-Fitr lasts for three days, but IKEA only close on the first day.

Local life style plays crucial role in the customers' visiting hours. One of the managers said that the rushing hours in IKEA store in Jeddah starts after 17.00, the reasons stands behind that is that the most of the customers are working either in private or public sector come home after a long time work and have a dinner with the family and then choose to have some time outside in IKEA or other shopping malls.

Since it was Ramadan, the store were opening in two shifts, some customers prefer to come in the morning shift for many reasons. Zainab 27 years old told me why she preferred the morning shift *"we come in the morning because it is not much crowded, and as a lady we feel more comfortable in the store when it is uncrowned"*. Khaled 29 years old, newly coming married told us another story of the variation *"in Saudi Arabia, the weather is very hot and humid in the daylight, people prefer to go out in the night and sleep in the daytime, moreover, families tend to go out in the afternoon with the whole family members when the children come home from the school and the father from the work"*

Sanaa' 28 years old housewife, was very much excited to talk about IKEA shopping experience and how IEKA is different from other stores *"what I like in IKEA is the order and the way the employees of IKEA deal with me inside the store, they are so helpful, they are well educated and well trained to deal with customers in contrast with other furniture stores where the employees don't always know much about the products, sometimes they don't even know how to speak Arabic to communicate with us"*. Sana'a gave me an example in how employees are different from other employees in other competitors stores, *"when the time of the pray occurs, all IKEA*

employees leave their places to go to the mosque inside the store for 20 minutes only and they come back on the top of their work directly on time without any delay, in other stores, we must stay for a long time to wait the employee to come back from his prayer which sometimes last for more than 40 minutes”.

6.2.11 Easy Access for All Genders and Ages

IKEA store is opened for all genders and ages, on contrary to most of the other stores in Saudi Araiba where male singles are not allowed to enter at any cost. Security men at the entrance prevent male singles and children who are not companied with their parents from entering the store.

Many customers consider the big stores as a place for leisure, but it is hard to get in, this policy is not the same at IKEA, IKEA’s doors are open for all ages and genders. One of the very frequent customers of IKEA store are some guys their ages range between 13 to 17 years old were playing football in the outside parking of IKEA, Mohammed, 14 years old guy said *“we live in the neighborhood of IKEA store, we come here almost every day, and play with our friends and our neighbors in the parking since it is big and we don’t have playground close to play. After we are done from playing, we go inside IKEA store to eat Shawerma, it is cheap and in IKEA the security men allow us to enter and go around in the store and spend time in the restaurant on the opposite of other malls and stores where children are not allowed to get in without their parents”.*

In the restaurant, we met Walid Elbageri, 31 years old, married, Walid came alone here and he was sitting in the single part of the restaurant. *I like also to spend my free time in IKEA restaurant, because IKEA attracts high quality of people, most of them are educated and have a certain social level where I like to be with, furthermore, employees are very much qualified in comparison to other employees in other stores”*

6.2.12 IKEA Restaurant

Saudis enjoy the Swedish food offered in IKEA’s restaurant. According to the HR manager Abdulla Faisal, the restaurant is almost occupied by IKEA’s customers, after long and enjoyable

shopping experience, the customers feel hungry and prefer to take a break and relax with the family in the second floor of the store. Faisal mentioned that the purchasing decision is often taken in the restaurant while the family members are discussing their needs and reviewing what they have experienced during their in store trip. The restaurant in IKEA Jeddah for the first glance looks like any other IKEA's restaurants elsewhere, where the restaurant service scape has the standard furniture IKEA offers self-service, and the same Swedish food which is standard worldwide in IKEA restaurants like, meat balls, Solomon, sausages, smashed potatoes and steaks. However, after a simple observation, it was clear that IKEA has largely adapted its restaurant to fit the local culture. For example, IKEA upgraded decors to fit to the local culture and the governmental regulations. In Saudi Arabia, men and women are supposed to remain separate in public places like cafes, universities, unless they are in a relation like marriage or if they are siblings. IKEA responded to this governmental regulation by separating the restaurant into two sections, one for family and the other for singles, one of the managers said, in IKEA store in Riyadh, some customers complained of lack of privacy in the family section, IKEA responded to this complaints by adding partition between the tables so people cannot see each other clearly.

The number of the seats per table is high in comparison with other IKEA stores in the rest of the world. According to the HR managers, IKEA increased the seats number per table to suit the high number of the family members in Saudi Arabia, currently the restaurant contains 400 seats and the company is planning to expand this number and even the area of the restaurant to meet the high demand on IKEA restaurant. He added that each table has 6 seats since the family consists of at least 5 to 6 persons, the HR manager said.

Another example of the adaptation made by IKEA in Jeddah is the food ingredients. IKEA intends to offer halal items (ingredients and meat processing in keeping with Muslim regulations) in its menu in its store in Saudi Arabia. Halal is an Arabic word meaning "lawful" or "legal" this meaning covers not only food and drink, but covers all Muslims life aspects. Muslims must insure that all food, drinks and even cosmetics are halal and the animal should have slaughtered in a proper method. Therefore, all food that contains pork, including gelatin, and Alcohol is prohibited.

IKEA serves no pork in deference to Muslims principles, and all meat is being purchases from local companies that are familiar with the Islamic food regulation, the same thing for the Swedish cookies. When we was eating the famous meat balls at the restaurant, we noticed that the Swedish flag which contains a cross has been changed to have one cross line only, which is a respond from IKEA to the local culture.

IKEA goes far in its adaptation to the local taste. IKEA introduced chicken Shawerma, a Middle Eastern sandwich-like wrap of shaved chicken, in its stores in Saudi Arabia. Abdulla Nasir revealed that IKEA's overall strategy is to sell Shawerma at a loss in order to bring the customers to the store. In addition, the amount in the food per plate is more than the same in Sweden for example.

IKEA has successfully developed the restaurant to become a desired destination for both Saudis and foreign visitors. Many of the restaurant visitors are either store customers or others who don't intend to shop at the store although the restaurant resides in the second floor and accessible from the main store entrance.

Upon our visit to the restaurant, a basketball team who came from Philippines and was visiting Saudi Arabia to participate in a friendly champion. The players spent many days during their residence in the country in IKEA's restaurant eating and drinking and socializing. Some families we met told us that visiting IKEA's restaurant is on their weekly schedule. Here in IKEA we can enjoy nice meal, or coffee and have we are able to talk to our wife quietly, while our children are playing in the children room under the supervision of IKEA's employees.

There are two big screens which are showing a children channel *MBC3 teenz* in the family section in the restaurant. Soon, IKEA is going to serve breakfast in its menu in Riyadh store.

IKEA has a smoking area in the restaurant; it is usually occupied by men since it is not accepted in Arabic culture for the women to smoke especially in public. Mahfouz, 16 years old, high school student, appreciates a lot that IKEA has a smoking area, *"I feel in IKEA store the sense of Urbanization, everything in IKEA is organized, and I really appreciate the smoking area they have in the restaurant for smokers, we usually get annoyed by the smoke in other restaurants"*

6.2.13 After Sales Services

Saudis appreciate the after sale service offered by IKEA, people are able to return, try, and get refund their purchases from IKEA within a specific time, this after sale services does not exist in other competitor companies. Saudi Arabia is ranked high in the uncertainty avoidance scale (Trompenaars, F. & Woolliams, P. ,2003), which indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations. Saudis people like to have guarantee and the ability to return the products after it is being purchased, many customers told me that they appreciate IKEA after sale service which does not exist in other furniture companies in the market, it gives a perception that IKEA products have high quality. IKEA after sale service have met the conservative behavior in Saudi Arabia for example, IKEA customers in general and ladies in particular were avoiding trying the mattress inside IKEA store.

Kotaiba: Hey, I noticed you are interested in this mattress, why don't you try it and lay down on it.

The lady looked at me contemptuously and added: what?!, it is shameful, do you need people to look at me while we are laying down on the mattress?!

Kotaiba: where is the problem?

The lady: (with more surprising sights at me) it is very shame to do that and embarrassing as well, the people will look at me as a stupid, or even they might think that I am trying to attract their attention to me...and she moved.

I asked the furniture manager about how IKEA solved this problem, he said *"IKEA responded to this cultural aspect by providing three months trial to all mattress and we hanged out a sign says "take it home and try it for three month"*

6.3 IKEA Coworkers

6.3.1 An Eye on the Coworkers

6.3.1.1 Multinational Company

IKEA Saudi Arabia is clearly a multinational company. The co-workers of IKEA Saudi Arabia are from different nationalities that were recruited from all over the world, to name some, Saudis, Yemenis, Dutch, British, Swedes, Syrian, Jordanian, Bangladesh, South African, Indian, Pakistanis, Egyptian, and Germans. According to the HR manager, the government requires the companies to have 30% of their employees to be local. The majority of the co-workers are locals from Saudi Arabia, they account for almost 60 percent of the whole workers in IKEA's stores, moreover, Yemenis and Indians comes second and third highest number of employees in IKEA Saudi Arabia store respectively. The top management is occupied by Europeans or Saudi's managers who have an education abroad from western universities or from the US. The store manager in Al Riyadh is Swedish, while the human resource manager is from Saudi Arabia; in addition, the logistics manager is from Pakistan.

6.3.1.2 No Female Employees in IKEA

Workers are separated by genders in IKEA's stores. Most of the workers are men, since it is strictly regulated by the government that women should not work or even drive a car. There is one exception in IKEA Saudi Arabia where the women work and that is in the children's room (Småland). Currently Småland has 6 female coworkers that are working and taking care of the customer's kids. The female coworkers are locals and work in 2 shifts 3 at time, taking care of maximum 20 kids. Just to mention, laws in Saudi Arabia relating to women's rights to work are changing towards legislation, in order to give the women their rights and more opportunity to work.

6.3.1.3 Remarkable Place to Work

Saudi people would like to work in the government as a first work destination, it is considered more secured job and gives the person who is working in the government good social status. IKEA succeeded to attract young Saudi's employees and be a remarkable place to work. Many

employees showed their happiness and proud working at IKEA. Belal, 25 years old, coworker at IKEA Jeddah expressed his opinion about being coworker at IKEA, “IKEA is different from other companies in Saudi Arabia when it comes to working conditions”. Belal gives some examples of where IKEA differs from other companies *“IKEA gives me our salary on time in contrast with other companies we worked for before, the working atmosphere is very easy going and we deal with our manager is very easy way”*.

Tarek, 24 years old, a coworker at IKEA Jeddah, *“I have been working for IKEA Jeddah for 3 years, I received a lot of training in how to deal with different customers behaviors, I are happy to be part of IKEA coworkers, we feel as one family with our friends and managers, we respect each other, and it is free for anyone to suggest anything for the work and we always find positive response to our suggestions”*.

6.3.1.4 Ability to Grow, Flat Hierarchy, Equality,

IKEA gives the employees to grow and go up in the company hierarchy. Stephan Manzanares, 39 years old, sales manager at IKEA Jeddah, informed me with his long experience with IKEA, *“I became one member of IKEA family 11 years ago when we was hired by IKEA France, then step by step we went up in the career hierarchy until we became a sales manager at Jeddah store”*.

A blue and yellow uniform is the typical uniform for all IKEA’s employees all over the world, all IKEA’s employees in Jeddah, regardless their positions, no matter managers or coworkers, are wearing the same clothes, the yellow T-shirt and the blue trouser. Saudis are not familiar with such equality in the working places, where customers can easily recognize the differences in the employees’ hierarchy from the offices, clothes, and the tags which linked to their uniforms. It becomes hard to the Saudis customers in IKEA to recognize who is manager and who is coworker from the uniform, even from the tag that is hanged on the T-shirt, since only the first name of the employees is written on it, position and the last name are not mentioned. One exception can be found though regarding the uniform in the Småland where the women who are working there are wearing (Abaya) or overcoat which stretched to the knees, with a trouser under the overcoat.

IKEA's values correspond to Islamic fundamentals, Islamic religion is about equality among people, and Islam respects a human for being a human, what is forbidden and allowed applied for all people, and there is no hierarchy in Islam, where Muslim pray directly to the God without any intermediary. A flat management hierarchy is typical for IKEA's service strategy. A few managers is responsible for the co-workers and to help them to grow up. The Saudi company in general has high power distance between the management and the employees, and tough treatment with foreign labor especially the cheap labor, it is very common to call the manager "شيخ" or "Sheikh" with many praised expression like "طال عمرك" which can be translated in English as "May Allah bless you" which is part of the traditional respect to those who are in higher position; these practices don't exist in IKEA store. Ayman, 24 years old, reveal that IKEA working conditions have led him to make IKEA his first priority to work *"we came to IKEA four years ago, we worked for three companies before we worked here at IKEA, our motivation to come here was that we heard a lot about IKEA working conditions like equality and the flat hierarchy, and what we expected from IKEA has been met in reality"* Ayman also told me about the equality he feels in IKEA *"we wear the same customs like our manager and all other coworkers at the store, and we have the same tag that shows our name only without any titles, this makes me feel equality with all other employees in the store, we are proud to wear this customs even outside the store, it gives good impression about me"* Ayman said with a smile.

Abdullah enjoys the open culture and flat organizational hierarchy found at IKEA and feels it has opened up many doors for him. *"after I worked in IKEA for a couple of years, I had the opportunity to leave IKEA to other company with better package, but I refused due to the fact that IKEA has given me the freedom to learn and the opportunity to develop skills that I would not otherwise have had, and moreover, I enjoy IKEA's environment where I learnt equality among all the employees and this is really what I like."*

IKEA respects personal suggestions and give the co-worker space for development, many domestic company in Saudi Arabia don't give an ear to the employees suggestions to improve the work, many deal with the employees as chess-men, the managers have supreme power over them and transfer them from a position to another without taking the employee opinion; but here in IKEA it is different, Tarek (a coworker) has asked the HR manager to transfer him to another

place where he thinks he fits better and can learn more, and his request has been accepted and now he feels happy and satisfied to IKEA management.

IKEA is a democratic and less hierarchical company rather than a private or public Saudi company. This notion fits the contemporary value-based of the Saudi young generation.

6.3.1.5 An Exception

One employee who asked not to mention his name or nationality, is happy to be a member of IKEA but he suffers from many things at work, he said *“The increase in the salaries is very slight, since we came to IKEA a few years ago and we are still in our position, we have not got any promotion, even when there is a vacancy in a higher position especially in manager post, all high positions are for Saudis, European or Arabs in spite we can do the same work without even using Arabic to manage the work”*.

And when we asked him where is the problem he said *“in Saudi Arabia, the government made a lot of pressure on the local companies to hire Saudis and pay them better salaries”, he added “before we came from our country, we had an image about IKEA that it has a Swedish system which stands for equality and better conditions for the employees but we found different situation here, there is better treatment for Arabs and Saudi and European, Before we came to Saudi Arabia, IKEA promised me through the hiring office in our country that they are going to provide me with our own accommodation, but when we arrived, everything changed, it took IKEA one week to fix me an apartment which is shared with other guys”* life at IKEA does not look very dark for this employees *“we have to admit that the working atmosphere is very open here and we receive a well training and the managers follow open door policy which makes me compensate with other things which we did not like here”*.

The privileges of IKEA employees are ranging widely, those who came from outside the country in particular from western countries have certain privileges, they are being paid high salaries, with an apartment in the compound which has high level of security, it is the country law that mandates westerners should live in guarded compounds, on the other side of the spectrum, comes those who come from Asia, their salaries are low in comparisons with their counterparts from

western countries even for the same position, and they only get an accommodation allowances. Saudis local people come in the middle with medium salaries. To conclude, IKEA Saudi Arabia doesn't apply "the togetherness" in its store as it should be.

6.3.2 Customers Eye on the Coworkers

IKEA believes that its coworkers are the key elements of its service excellency, the front line employees are the image of the company in the eyes of the customers, therefore, IKEA is trying to have the best employees in its store who can represents the company in the best way.

Diala 18 years old, student in the high school, had an interesting experience with IKEA coworkers, *"I asked the employee who is responsible for selling the food products whether this biscuits is ecologic, the employees did not know but he allowed me to open it and try it, this made me very happy of what he did"*. Diala also told us another story about the kindness of IKEA employees, *"I used to drink IKEA coffee every time I come here, I once tried the coffee and we noticed that the taste is different from what I was used to, I asked the employee who told me that they changed the coffee machine, but even though, he told me we have the old machine inside, we can bring you coffee from there, and feel free to ask from that coffee each time you come here"*. IKEA customers are not only kind, but helpful and they do their job very well, Mohammed, a customer we met in the restaurant, told me that IKEA has the best service in Jeddah when it comes to the employees, they are helpful, and they are mastering their job, and the most important they can communicate with us in good Arabic language.

6.4 Marketing communication

IKEA in Saudi Arabia uses different marketing communication tools. IKEA uses along with the website, the catalogue, in store advertisements and finally the range with the low price.

The catalogue is being distributed to the door of the customers by a private company in two languages, in Arabic, and a few copies of the English version are being distributed to the compounds “where the foreign people are living”. The catalogue was hard to find in the store once we tried to find one, the coworker told me that it is the end of August and we are going to introduce the new catalogue of 2011 after 1 week, but we could get one thought, it is worth to mention that the catalogue start from right to left according to Arabic writing system direction. The catalogue is being distributed in an interesting way, once the customers are paying for their purchases, the cashier asks for customers’ addresses; the cashier writes down; using a specific software; the district number so the catalogue will go there, by this, IKEA will know where is the potential customers are coming from. “We asked IKEA Inter to replace the women with men in the catalogue in order to be able to get the declaration from authorities to let the catalogue enter the country” IKEA is not able to use any women in the catalogue for advertising so they are replaced by men due to the governmental control and rules.

IKEA targets the whole family with a focus on the housewife with its outdoor advertisements.

IKEA advertises in magazine, newspapers, and outdoor advertisements. In its advertisements, IKEA uses women dressed in traditional local customs and covered their heads with scarf. One TV advertisement we could gain from the marketing manager shows a man with his local dress “the while rob”, driving a yellow Beetle, with his wife who dress the black Abaya going to shop from IKEA, this is the respond from IKEA to the local culture.

IKEA is considering the conservative behavior of the Saudi society in its advertisement. Hasan said *“In Riyadh store we have received some complaints from some customers asking us to replace or remove the pictures of the women who are without “Niqab” (the scarf that covers the full face of the women) and we have responded to that complaint by replacing the old advertisement with a new one with fully covered women”*.

IKEA communicates with the mother, the housewife at home, the children and the husband respectively. *“When we communicate to the customers in Saudi Arabia we try to target the women and especially the housewife at her home where she is the decision maker of the purchase.* It was clear from the advertisement we saw that IKEA is clearly using the Arabic language to target the women in particular, for example, in the advertisement for Billy wardrobe; IKEA used "أعدي مساحة للأشياء المهمة" in Arabic which means **“Make space for what matters”** but by using the feminine form of the verb make.

In Saudi Arabia, families are big and have large family members. Therefore, IKEA is targeting the children in its marketing communication by advertising in children magazines like “Basem” and “Majed”.

Finally IKEA communicates with the husband since he is responsible for the payment,

Fortunately, this year 2010 we scored a record in the amount of sales. This proved that IKEA’s marketing strategies in Saudi Arabia a successful. Hassan said with a smile.

6.5 The Swedish Symbol

Sweden successful welfare model as a country that stands up for values like democracy and human rights and that takes its share of responsibility for global issues such as security and sustainability (The local, 2010). Sweden has good reputation in Arabic world, when we said we came from Sweden, many customers in IKEA store got a big smile, some told us that they would love one day to go there to visit, another guy asked me how is the life for students in Sweden because he would like to study there, some started to tell me how Sweden has good reputation in quality of life. Some customers said that Sweden is peaceful country with support to Arabic political cases, at least that what happened before. To mention, IKEA survived from the boycott that happened to many European and American companies in particular the Danish companies, because of the cartoons that insulted the prophet Mohammed.

7 Analysis and Summery Of the Results

From a showroom villa to the biggest franchised furniture retail store in the whole Middle East in the middle of Jeddah, with more than 250 employees and plans to expand further.

IKEA did its homework well before entering the Saudi Market in regards of designing its business activities, with paying a lot of attention and respect to the unique Arabic Culture, specially the Saudi one, taking into consideration the slowly shift in Saudi culture towards globalization, keeping the balance between the local culture and IKEA as an international Giant company. The challenge in Saudi culture is that it is hard to consider it as western neither old oriental Arabic one, it is somewhere in between, with a huge resistance from many Saudis to the westernization which is considered as a threat on their own culture.

The key of understanding the Saudi culture is to understand Islamic religion. By understanding Islam, it becomes easy to understand the interactions among Saudi people in every aspect of their lives; Islam affects people behavior, customs, celebrations, festivals, heroes, symbols, rites and institutions.

IKEA adapted itself to fit the local culture with maintaining a uniform corporate culture. IKEA case of Saudi Arabia strongly supports the message that the key success of overseas companies is to carefully study the local culture in order to build the right business activities. Culture has definitely a strong impact on the company's image. Multinational companies must carry out thorough market research, paying attention to every aspect of the local culture to get a complete picture of the market and customers. For a company like IKEA, the challenge is how to balance the too much cultural differences that exist in the new opening markets which might undermine the company identity, and the too little cultural awareness that undermines local consumers loyalty towards the company and make kind of dissonance in the minds of the customers.

IKEA Saudi Arabia, particularly Jeddah store, responded highly to the cultural differences that exist between the IKEA Inter. and IKEA Saudi Arabia, The adaptations ranged from highly adapted to slightly adapted to the culture but still it does not affect the image of the company, on contrary it found appreciation from the local customers.

The adaptations reside in many aspects of the company, in the store servicescape, the marketing communication, the restaurant, the price, and the products. Examples and put them (in the table)

without any modification 0%	Modifying the product 50 %
global product 75%	New products 100 %

According to Czinkota & Rokanien 2007 the cultural differences effects the amount of adaption for instance the economic situation in the target country. For example if the income in the target market is low, the company are forces to adjust by trying to simplify the product in order to make it affordable in the new market. In our research we found out that the price of IKEA’s product was high, which means that the company are not being perceived as low price company as it should according to IKEA’s vision. Which in the real life means that IKEA has not adjust the prices in order to fit the country, like Czinkota argues is one necessary factor to do when entering a new market in order to successes. Eventhough the price is higher than the standards of IKEA customer are buying due to the good image of IKEA and since the customer perceive IKEA as a company that has more quality and the average furniture company. Moreover many customers expressed their acceptance about IKEA prices due to the fact that IKEA originated from Sweden, the country which has good reputation to be a modern country with good values of human rights and living standards.

Unlike IKEA in the rest of the world, IKEA Jeddah resides in a strategic place in the downtown, in a neighborhood called Al Azizieh, an expensive district in Jeddah, and it is easy access from all parts of the city and open from 10 am to 12 pm six days a week, and on Friday from 5 pm to 24, special opening hours during Ramadan and Eid.

Moreover Czinkota& Ronkainen argues that the a successful adaption has been done in IKEA Saudi Arabia in order to fit the Saudi Arabian business culture the IKEA store opens half an hour before the normal opening hours due to the hot weather. Unlike other IKEA stores, Jeddah is the only IKEA store which closed 25 minutes 4 times a day in order to perform the daily prayers. This adjustment has resulted in customer satisfaction since IKEA pay attention and respect due to Saudi culture, which are appreciated by the customers.

Unlike IKEA in the rest of the world, IKEA Jeddah resides in a strategic place in the downtown, in neighborhood called Al Azizieh, an expensive district in Jeddah, and easy access from all parts of the city and open from 10 am to 12 pm six days a week, and on Friday from 5 pm to 24, special opening hours during Ramadan and Eid. In addition the store opens half an hour before the normal opening hours due to the hot weather. Unlike other IKEA stores, Jeddah is the only IKEA store which closed 25 minutes 4 times a day in order to perform the daily prayers.

IKEA in Saudi Arabia is a multinational company with employees from all over the world; all work side by side, making two languages to be used in the company, English as a formal language for the company and Arabic to communicate with customers. IKEA failed in applying the equality between the employees in different ways, IKEA failed in making equal salaries and living conditions for the majority of the employees, western and Saudis employees are being paid higher salaries than the rest of the employees even for the same position, this is because the Saudi's government makes a lot of pressure on the companies to employ Saudis and arrange secured accommodation to western employees.

According to (Hofstede, 2010), Arab scored high in power distance. IKEA succeeded in reducing the power distance between the management and the employees by having a flat hierarchy which differs from the Saudi's culture which is ranked high in power distance scale; IKEA did a big achievement in eliminating the barriers that exist between the top management and the low level in the company hierarchy, only first name is used without titles that are commonly used in the society, all employees wear the same IKEA uniform with an exception to the women who are working in the Småland who should wear black long clothes in respect to the local culture.

Saudi Arabia is ranked high in the uncertainty avoidance scale (Trompenaars, F. & Woolliams, P. ,2003), which indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations. Saudis people like to have guarantee and the ability to return the products after it is being purchased, many customers told me that they appreciate IKEA after sale service which does not exist in other furniture companies in the market, it gives a perception that IKEA products have high quality. IKEA after sale service have met the conservative behavior in Saudi Arabia for example, IKEA customers in general and ladies in particular were avoiding trying the mattress inside IKEA store.

According to Hofstede, Saudi is a masculine country where the rights between the man and the woman differ significantly. IKEA Saudi Arabia differs from the rest of IKEA in the world is that it does not have female employees, which is against IKEA's values, based on the strict Saudi governmental policies and people acceptance to the women work, an expectation can be found in Småland. IKEA's values stand for the majority of the people, IKEA opens its doors for all genders unlike other malls in the country which resonate single people, even young children are coming for leisure and eating at IKEA restaurant and even playing football in the parking on a daily basis. Meaning that this inequality between genders is out of IKEA's hand, and it is something that can be changed by the time according to the governmental laws and people education.

Hofstede in his research found out that Arab has low level of individualism and high level of collectivism, which means that the Arabic man or woman gives a lot of care of his or her family. This finding has been implemented by IKEA in Saudi Arabia by providing Småland to take care of the children while the family is enjoying the shopping experience in IKEA store.

IKEA is known for its "do it yourself" concept to ensure the customers that IKEA's products are cheaper than similar products in the market, and according to Edvardsson & Enquist the company can create value by involving the customer in the service process like the "do it yourself- concept" this is a way for IKEA to create value by involving the customer in the service process, we could see that customers have no problem in assembling IKEA's products at home or picking it up from the store, Even though the Saudis are not familiar with this concept since some of them prefer IKEA's employees to deliver it and assemble it for them at home. IKEA used the internal marketing communication such as video clip in monitors within the IKEA store explaining how to buy. For example, IKEAs concept with delivering was also a challenge to IKEA, despite outsourcing this service to another company; IKEA's customers where not satisfied with the delivery service due to high added extra cost. This shows that the self-delivery service concept is still not mature in Saudis customers' mind, which needs more communication with the customers to be aware of the concept itself.

Service providers should pay attention to customer values, then link these values to the company's culture, products, services and brands which will lead to be perceived as attractive in

the eyes of the customers. Introducing values into a company comes by managing a values-based culture and communicating these values to the customers (Enqvist, Edvardsson, Sebhatu,2007). Service provider can create an 'experience room' to help customers to assess both the quality and value of a service on one hand and the service provider on the other hand in a specific context, before purchasing the service (Edvardsson, 2009). IKEA in Saudi Arabia has successfully created an experience room where customers can test the products and make judgment before purchase, the customers we interviewed confirmed this viewpoint, since many of them said that they make value through IKEA experience room for example, they got inspired by the solutions that IKEA is offering for 'real-life problems at home'. It was clear from the observations we saw that customers were opening the drawers, examining the sheets, touching mattress, feeling more confidence and happier with their purchases which will participate in more loyal customers. Children were playing freely in the store, smiling, laughing, and sometimes screaming without bothering other customers or without being interrupted by the coworkers.

Moreover, IKEA gives its customers the "freedom of touch" where they can test the products before purchase; Saudi customers were very satisfied with this successful way of shopping which differs from all competitors in the market. it is hardly to find a sign which contains a "don't do" on it. IKEA faced by the conservative behavior of the Saudi culture, people feel shy to lay down on the mattress in the store for example, therefore, IKEA has the solution of this problem by the after-sale service where people are able to return, try, and get refund their purchases from IKEA within a specific time, this after sale services does not exist in other competitor companies. This after-sale service will reduce the uncertainty of the Saudi customers who scored high in Hofstede uncertainty dimension and this service has found appreciation from the customers.

The showrooms have been designed and arranged in accordance with a Saudi's market, and also should reflect the corporate own culture and values, according to Edvardsson and Enqvist, . In fact, IKEA's product policy pays much attention to the Saudi's emerged life-style and integrates the servicescape of the showroom accordingly and effectively.

IKEA responds to the Saudi's culture by providing big rooms that fits the big families, and special design of balconies that has storage use for Saudi's and also the restaurant layout has

adapted to fit the conservative culture that Saudi live by splitting the restaurant into single and family sections, and providing separations between tables in the family section.

According to Voss, many organizations are increasingly focusing on experiences to engage customers and differentiate themselves in the market. Moreover, Edvardsson also argues that service organizations can create value for their customers through the co-creation of pre-purchase service experiences and by placing the customers in the service scape to simulate the solutions. For example, in our research we could clearly see that IKEA in Saudi Arabia are implementing this finding by creating a successful service scape where customers take part in the service process. The need of home-design inspiration became the first reason of why Saudi's come to IKEA. Saudi customers highly appreciated the store design, it gives them inspiration of how to decorate their homes, and give them the opportunity to try the product before they take it home.

Hyperreality can also be useful to connect customers with the company's norms and values (Edvardsson, 2005). It was clear in our research that many customers feel IKEA store as a calm place, colorful, a place where the whole family can enjoy the time and eat good Swedish food, in addition, the family can find a safe and joyful place for their children in the Småland under the supervision of IKEA's employees. As a respond to the conservative culture in Saudi Arabia, no music can be heard in the IKEA store in Saudi Arabia. Customers in Jeddah choose IKEA restaurant as one of the major reasons of their visit to IKEA store. Swedish food and desserts are offered to the people at acceptable prices.

IKEA kept the Scandinavian attributes of the products and kept the Swedish names of the products but it took off what makes contradiction with the local culture, for example, the name of wine glass becomes Juice glass. Another adaptation has been done in regards of the products was in the product range, all "non-Islamic" products and symbols have been removed from the range like the Christmas products and Jewish candlestick. In addition, pets' products have also taken away from the range. Moreover, all food ingredients which contain pork, including gelatin, and Alcohol, pork have been taken away from the menu; local food called shawerma has been added to the menu at a low price.

Service providers should pay attention to customer values, then link these values to the company's culture, products, services and brands which will lead to be perceived as attractive in the eyes of the customers. (Edvardsson & Enqvist, 2009). A "values - based service experience" considers a service experience in which the customer can relate and associate the experience with attractive values, instead of associating the service experience with considerations of price-related functions qualities only. IKEA in Jeddah linked its values in the low price, well design, functional for the majority of the people. For example, Saudi customers seem to appreciate the Scandinavian modern, simple, functioning and light colored furniture. "Social values" as Edvadsson et al. (2006) likes to name it, which refers to the good design and functionality of the furniture, have found resonance at the people' mind. Many of our interviewees prefer IKEA's products on other competitors based on its quality and design.

Moreover, IKEA handles the price of its products very carefully in Saudi market, it emphasizes its "economic" values of the corporate culture in which the price is low, and its pricing should be affordable by the majority of the people, In IKEA store in Jeddah, it was easily to see the tags that show the low prices of IKEA products even though, the prices are not perceived low as IKEA wants to be. but IKEA prices is seen as more than the average prices in the market especially for the furniture, even though the company is trying to stress this corporate economic values by reducing the prices of the 20 bestselling furniture by mass ordering. Though, people still believe in the high prices of IKEA products, but they link it with high quality more than acceptable quality as IKEA basically offers. Moreover, IKEA fixed products prices are very appreciated by the customers which let them get rid of bargaining the prices which is the case in all other furniture shops in the country. IKEA understood that credit cards are not widely used in Saudi Arabia, so it removed the fraction from its prices to make the payment easier at the cashier.

The values which drive value are communicated to the employees and the wider public through advertising publicity, the internet, and in stores using customer placement and by co-workers interacting with customers (Edvadsson, 2007). IKEA communication-values is clearly reflected in the company advertisements. Most of IKEA advertisements communicate the corporate values, social, economic, and communication values. For example, the theme of the advertisements focuses on the Swedishness of the company and communicates the low price, the

functionality and the simplicity of the products. Expressions like “shop on your own” “together IKEA keep prices low” “Swedish way to save money” “modern design in your hand” can be read in IKEA advertisements.

Unlike IKEA worldwide which targets young family, IKEA Saudi Arabia targets the whole family with a focus on the housewife, by using fully dressed actresses in respect the conservative behavior in the Kingdom, all women actresses have been removed from the catalog and have been replaced by men. The language that has been used in the advertisements is Arabic with the feminine form of the verbs to emphasis on the mother.

Finally, as a respond to the local culture, IKEA in Saudi Arabia does not celebrate the Swedish national day or the Christmas as in all IKEA stores in the rest of the world, only the Islamic celebration Eid El fitr and Eid Al Adha in addition to IKEA New Year in contradiction with IKEA international.

From the above, we can see that IKEA made high level of resonance if the Saudis minds in regards of the social and communication values, while the economic and environmental values still need to be improved to reach the same level of resonance that the first two values have reached.

7.1 IKEA culture vs. Saudi Arabia Culture

The following table stated the characters of IKEA international, the Saudi Arabian culture and IKEA Saudi Arabia. The first column explains whether IKEA Saudi Arabia has followed the standard of IKEA International (IKEA Standard) or if IKEA has made adaption in their core business model to fit the Saudi Arabia culture and market (Saudi).

Standard/adaption	IKEA Inter. Culture	Saudi Arabian Culture	IKEA Saudi Arabia
Saudi	Uniform	Modified uniform	Modified uniform
Saudi	Western Product range	Conservative product range	Conservative product range

IKEA standard	No-Hierarchy	Hierarchy	No-Hierarchy
IKEA standard	Family concept	Family concept	Family concept
IKEA standard	Outsource home delivery and installment service	Free home delivery and installment service	Outsourced home delivery and installment service
IKEA standard	Simple furniture	Luxury furniture	Simple furniture
IKEA standard	Self-service	High service orientation	Partial Self-service
IKEA standard	Acceptable level of quality = Low Price	High quality = high price	quality more than acceptable = high price
IKEA standard	employees empowerment	No-employees empowerment	employees empowerment
IKEA standard	Cost conscious	High income - Low cost	Cost conscious
Saudi	Swedish festivals celebration	Islamic Festivals (Eid Fitr, Eid El Adha)	Only Islamic festivals and IKEA new year
IKEA standard	Western Style	Traditional and Western style	Western Style
IKEA standard	Majority of people	Majority of people	Young, western oriented, westerns, middle class
IKEA standard	After sale service	No service after sale	After sale service
IKEA standard	Freedom of touch	No freedom of touch	Freedom of touch
Saudi	No gender separation	Gender separation	Gender separation
IKEA standard	liberal culture	Conservative behavior	Fairly open culture
IKEA standard	All welcomed	Only family or females can enter	All welcomed
IKEA standard	Low uncertainty avoidance	High uncertainty avoidance	Low uncertainty avoidance

As the table above shows that IKEA adapted itself to fit the local culture and market by maintaining the majority of their own uniform corporate culture with some adjustments.

Many attributes in the table are clearly adapted in IKEA of Saudi Arabia to fit IKEA international standards for example, freedom of touch, after sale service, majority of the people and simple furniture, while attributes like gender separation, IKEA festivals, and product range have been adapted to fit Saudi culture in particular due to the mentioned reasons like the conservative Saudi culture and Islamic religion. Other adaptations have been done in IKEA Saudi Arabia to fit IKEA store in Jeddah in particular like self-service and acceptable level of quality at a low price.

A brief look on the table we can see that out of 20 attributes, twelve of them have been adapted to IKEA worldwide standards, which can be interpreted that IKEA culture is acceptable by the Saudi customers. Three attributes have been changed to suit IKEA Jeddah store which is a slight change in IKEA standard also, it means that IKEA culture regarding these three attributes has partially acceptance from the local customers. Only two attributes has been totally adjusted to the Saudi culture.

7.2 Adaptations in IKEA store

The following table summarizes the adaptations that have been done in IKEA store in Saudi Arabia the adaptation have been categorized in five major groups, restaurant, product range and price, servicescape, marketing communication and services.

Restaurant	Product (range, Price)	Servicescape	Marketing communication	Services
Food ingredients (no pork, no Alcohol)	No religious symbols but Islamic	Restaurant area	Target the housewife by using Arabic language	Delivery
Add Shawerma	Change products description	Balconies	No female actress in the	Opening hours

			catalogue	
Add TV screens	Two languages used in the Price tag	Parking location	Use two languages inside the store	Festivals
		Adjusted the servicescape to fit the large family		No female work
		Add a praying room		After sale service
		No music		

8 Conclusion

In order to succeed in today challenging markets filled with competitors; international companies like IKEA should consider many factors when they do business internationally, one of the features is the globalization and the cultural differences.

The success factors that participated in IKEA's success are understanding to the unique Saudi' culture by franchising and maintaining the core culture of Saudi Arabia, offering services that does not exist in the other competitors, and being Swedish.

IKEA was using franchising method, IKEA was franchised to well-known business man who is originally from the local market and has a long experience in the market.

Another factor is that IKEA did not affect the core of the Saudi culture which is highly influenced by the Islamic religion and believes, by understanding Islam, it becomes easy to understand the interactions among Saudi people in every aspect of their life while IKEA benefited from the shift of to the globalization in Saudi Arabia, Saudis like in western cultures in particular the Swedish culture the simplicity, modesty, flat hierarchy, and social responsibility but they are trying to avoid anything that might make threat on their own culture in particular religion like nudity. Moreover, IKEA originated from Sweden, the country who is known for standing for human rights and being and the quality of life and before all, as a relatively neutral country who gives IKEA good reputation and keep it isolated from the political tensions.

Another conclusion that might be interested to mention is that culture can affect the servicescape in which music can be rejected for example in some cultures while it has been considered as a strong factor that affect customers behavior.

All in all, the companies can achieve high level of success once the pulse of the corporate's culture is in consistence with the pulse of the local culture, at that point the resonance will occur.

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10 Appendix

10.1 Interview with IKEA Managers

1. Please tell us about your job at IKEA? (Current position, professional and educational background, reason to join the company etc)
2. How do you like your job and how long have you worked here?
3. Have you attended IKEA culture training? What do you exactly learn and do there?
4. What is special at IKEA? What is different from domestic and other international companies?
5. What have IKEA Saudi Arabia done in order to adapt to the local culture?
 - 5.1. (Special product only introduced for the region? (Something special for the Saudi market and Saudi people? Why? To how much does this products account for the whole products range?
 - 5.2. When are the opening hours? Are the opening hours IKEA standards or it has been adjusted due to some reasons (Ramadan, Friday Pray, weather, governmental regulation and holidays...) why?
 - 5.3. Why did IKEA do this adaption and how?
 - 5.4. Did IKEA face any problems during the adaptation (in the transportation, the people preferences).
6. Saudi Arabia is a collectivist culture, the decision of buying and purchasing furniture is based on? Gender role? Collectivism or individualism?
7. When did IKEA enter the market in Saudi Arabia, and why did IKEA use franchise method?
8. How many stores do you have in Saudi Arabia, how much square meters per each?
9. How many coworkers are currently working at IKEA Saudi Arabia and what are there nationalities, age, gender, position, turnover of the employees (could you provide us with specific information)?
10. Are the different genders working apart from each other?

11. Why did you choose the current store location? For example, availability by parking and other logistics factors. If you could reposition your location now, are you going to change the location and why?
12. Who is IKEA's main target group (young families, oldies, single people, locals, foreignersetc),?
13. Which is the most frequent customers that IKEA attracting?
14. What is IKEA's current positioning among their competitors in the furniture market (high price-low price, high quality- low quality) product range (high-low)?
15. Did IKEA change something in the servicescape in particularly for Saudi Arabia market for example, (rearranging the restaurant tables by adding more chairs for the big families and separating the families section with single-section)?
16. Any adaptation in the food offered in IKEA restaurant?
17. Do the customers like to be served or they prefer to serve themselves?
18. Do you offer the Swedish coffee? Do the people like this kind of coffee?
19. Is the meat is only Halal meat or?
20. Are there any changes in the ingredient of the food which vary from the IKEA standard? Any changes in the amount of the food offered?
21. How is IKEA marketing itself in Saudi Arabia (based on advertising, TV, newspaper? Provide us with information about the marketing campaigns you have done so far? What is the aim of the marketing communication in Saudi Arabia?
22. Does IKEA have Corporate Social Responsibility programs in Saudi Arabia (sponsoring sport activities, environment issues, child labor, local or global programs)?
23. What does the term cost-consciousness mean to IKEA?
24. Do you know any Swedish traditional festivals? How do you celebrate them within the store? Do you think it make sense to celebrate Swedish festivals in the IKEA store Saudi Arabia?
25. The delivery services are they performed by IKEA or by local company?
26. Does IKEA use mail order service, for example can customer order and buy by the website?
27. What is the official company language in IKEA Saudi Arabia (communication among the employees, the communication between the managers, communication between the managers

and the employees, and the communication between customers and employees, what do you use in the in store language?

10.2 Interview with the Customers

1. Why do you buy from IKEA?
2. What is special for IKEA?
3. How did you know about IKEA?
4. Did you know about IKEA before it was established in Saudi Arabia?
5. What do you think about the employees, there clothes, colors and behavior?
6. How often do you come to the IKEA store? Do you always buy when you are in the IKEA store or do you come for other reasons explain why (inspiration)?
7. Are you prepared before you come to the IKEA store? What do think about the catalogue, internet, do you get the information needed or are you missing anything?
8. Where do you put the IKEA products within your home?
9. Do you prefer to buy the entire product from IKEA to your home?
10. Which company do you prefer do buy furnisher from?
11. Who is involving in decorating the home?
12. What do you think about the restaurant and the food?
13. Do the families prefer to eat the food outside rather than inside home?
14. The western, how many times do people eat in IKEA within one visit?
15. Do they eat on vacations or for special occasions or?
16. Do you eat alone or do you prefer to eat together in a large number?
17. What do you think about the IKEA restaurant?
18. What do you think about the prices of the products at IKEA?
19. What do you think about the design of the products at IKEA?
20. What do you think about the quality of the products at IKEA?

21. What do you think about the after service after purchase of the products at IKEA?
22. What do you think about the variety of the products at IKEA?
23. What do you think about the service room do you get inspired or not why and how?
24. After using the product do you feel it still function/working as you desire?
25. What do you think about the products those it fit your lifestyle? Do you miss any products or attributes in the product itself?
26. What do you think about the products name? Is it easy to pronouns? Does it mean anything to you the name? Is the name against your culture? Did you avoid buying a product because of the name?
27. How often do you change furnisher?
28. Is there any influence from the children on the parents to buy and till what age?
29. What are the reasons of buying (needs, needs of the wife to change, to show up, for fun).
30. How often do you buy furniture? Is it affordable? When you are going to buy furnisher which company comes into you mind?
31. What do you think about self-ensemble? Did you ensemble it by yourself or did you get any help? What about the instructions was it easy to read?
32. Have you tried self-ensemble before and what did you think about? Will you do it again, or do you prefer do pay for self-ensemble service? Was there any problem during the self – ensemble process for example time and employees attending at your home?
33. Did you use the delivery service at IKEA, and where there any problems (time, employees)? Do you like to deliver the products by yourself?
34. How many children do you have? Do you trust to leave you children at the children’s room? Why, why not?
35. Do you think that you will have a better shopping experience without the kids? Why, why not?
36. What do you think about children room, for example do you trust to leave you children with the staff of IKEA?

10.3 Questions for the Employees

- Please tell us about your job at IKEA? (Current position, professional and educational background, reason to join the company etc)
- How do you like your job and how long have you worked here?
- How is the working atmosphere at the IKEA store? (time, clothes, working conditions)
- How is the relationship with your boss and with your other teammates?
- What do you know about the IKEA strategy and culture?
- What do you think about the organizational culture of IKEA?
- What does IKEA mean to you?
- What is special at IKEA? What is different from domestic and other international companies?
- Have you attended IKEA culture training? What do you exactly learn and do there?
- What does the term cost-consciousness mean to you?
- Do you know any Swedish traditional festivals? How do you celebrate them? Do you think it make sense to celebrate Swedish festivals in the IKEA store Saudi Arabia?
- IKEA is a Swedish company which stresses its “Swedishness” whenever possible. What do you think, is this IKEA store in Saudi Arabia more Swedish or more Arabic in your point of view?

10.4 Some pictures of the store



Figure 1 Parking with Canopies in Al Riyadh Store



Figure 2 The restaurant- family section



2. Managers Section, Open offices



3. IKEA Open Parking with the English Logo



4. Some of IKEA Customers in the single room area

فقط، أضيفي ثياب النوم!

ALVINE ÖRTER
غطاء لحاف مع وسائد.
قطن ٢١٠٠.
غطاء لحاف.
١٥٠x٢٠٠
وسادة.
٥٠x٦٠.
سعر ٥٠x٦٠

KAJSA
صندوق بغطاء، قطر ١٨ و ٢٨ سم.

ALVINE GÄVA
غطاء وسادة، ٥٠x٦٥ سم.
قطن ٢١٠٠

TINDRA MYS
شموع كبيرة مطفأة من الأرائك.

KVARTA
ساعة منوية قطر ١٨ سم عند الأوتار.

NOSTALGISK
صندوق ملابس بغطاء، OOXET سم.

STRÅNGMÅLA
إطار صورة ١٨x٢٤ سم، مصنوع من ورق، ممتنع بدياً.

PÅLITLIG
زهريه ١٨ سم، زجاج شفاه.

SLUMRA
غطاء وسادة، ٥٠x٦٠ سم، قطعتان.

ALVINE RÄFFLA
غطاء وسادة، ٦٥x٦٥ سم، غطاء باربار، سول الأرز للفضيل.

LEIRVIK
سرير، ١٨٠x٢٠٩ سم، (زجاج الخزفية وألوانة السيراميك على حدة).

BAROMETER
مصباح طاولة، ٤٨ سم، زجاج ورأس فلان للتعديل لتسهيل توجيه الضوء.

فطور
شرايح لحم مقدد، سجق، بيض، توست، زبدة ومرعى.

نفتح طوال اليوم
إيكيا الرياض/الطهران:
السبت - الخميس: ١٠ صباحاً - ١٢ منتصف الليل
الجمعة: ٤ مساءً - ١٢ منتصف الليل
إيكيا جدة:
السبت - الخميس: ١٠ صباحاً - ١٢ منتصف الليل
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الرياض الطريق التجاري، كبرى مخرج ١٦، هاتف: ٤٤٤٤٤٤٤٤
الطهران طريق الأمير فيصل بن فهد، هاتف: ٤٤٤٤٤٤٤٤
جدة ناطق شارع الستين مع شارع التحلية، هاتف: ٦٦٦٦٦٦٦٦
www.IKEA.com.sa

اصرف أقل، استمتع أكثر.

٤٥ ريال

٧٥ ريال / قطع

١٩ ريال / لوح واحد

٢٩ ريال / قطع

٥٩ ريال

١٩ ريال

١٢ ريال / قطعتان

٦٤٥ ريال

٥٥ ريال

٢٩ ريال

٤ ريال

Figure 5 IKEA advertisement with focus on the woman

جهّزنا لك معرض ايكيا للتسوق براحتك



تأثيث المنزل.

ايكيا الظهران: طريق الامير فيصل بن فهد - السبت - الخميس: ١٠ صباحاً - ١٢ منتصف الليل الجمعة: ٤ مساءً - ١٢ منتصف الليل - هاتف: ٩٢٠٠٠٤٥٣٢



Figure 6 Communicating the customer value



7. Adaptation in Sweden Flag