

E-1472-373

Making the everyday wonderful when the world turned anything but

Product	Category Entered
IKEA	Best of Europe: Sustained Success (3+)

We are looking forward to seeing your work in this year's competition. As you work on your submission, you may wish to download the **Entry Form template** which can be used as a guide when crafting your submission, allowing for easy collaboration with team members and partner companies. The template outlines the Written Entry Form, along with tips to consider when answering each question. Before submitting your entry, responses to each question must be copied into this entry portal.

ELIGIBILITY.

Best of Europe Sustained Success Entries:

Entrants must include work and results from the **initial year**, at least one **interim year**, and the **current competition eligibility time period** (the current competition eligibility time period is 1 January 2023 and 31 March 2025). If presenting more than three years of success, provide results here for the full spectrum of years presented in the case and the creative examples.

Data must be isolated to Europe. Work that ran after the cut-off period may not be submitted. Results that fall after the end of the eligibility period and are directly tied to the work submitted are fine to submit. Test efforts are not eligible.

[Review full eligibility information at the Effie Europe website.](#)

FORMATTING REQUIREMENTS & REASONS FOR DISQUALIFICATION

- Failing to adhere to the Effie Eligibility rules. Data presented must be isolated to Europe, and the Effie eligibility period is 01/01/24-31/03/25 (01/01/23 - 31/03/25 for Best of Europe Track).
Results that illustrate the effectiveness of the case can be collected outside of the eligibility period but must be tied directly to the marketing activity within the eligibility time frame.
Results directly tied to work are eligible throughout the entry season (no date cut-off).
- Entry does not meet category definition requirements.
- Agency names/logos are published in the entry form or in the creative materials. Do not include any agency names in your sources – this includes agency names other than your own.
- Data not sourced.
- Including screen grabs or other images of your creative elements in your written entry form.
- Directing Judges to External Websites.
- Missing Translation.
- Violating Creative Example (Reel, Images) Rules.

TOP TIPS

We are in the business of marketing. Your entry should be written with your audience, Effie judges, in mind. Judges are your industry peers. Address questions they may have within your responses. Entrants are encouraged to

ask colleagues who don't work on the brand to review the entry. Limit industry jargon and define all industry terms.

RESOURCES

Review the key resources before starting your entry:

- **ENTRY KIT**
- **EFFECTIVE ENTRY GUIDE**
- **EFFIE EFFECTIVENESS EXPLAINED**
- **CASE STUDIES**
- **MORE RESOURCES**

ENTRY DETAILS

NATIONAL EFFIE PROGRAM (IF APPLICABLE)

Effie United Kingdom

ORIGINAL CATEGORY (IF APPLICABLE)

Sustained Success - Products

Brand Name

List the specific brand name here (not the parent company name)

IKEA

Brand Description

Provide a brief (1-5 words) description of the type of product/service entered. Do not include the brand name. Examples: Airline; Cosmetic, Credit Card; Streaming Service.

Home Furnishings & Appliances

Dates Effort Ran (Total)

List the start/end dates of the effort, even if it goes beyond the Effie eligibility period.

Date From

2014-01-13

Date To

Efforts that are ongoing should leave the end date blank in the Entry Portal.

Dates presented in this case

List the start/end dates for the effort, as it pertains to the

Date From

2014-01-15

data presented in this case.

Date To

2024-12-31

Regional Classification

Select all that apply.

Please note that if your effort is Multinational, your entry must be isolated to adhere to the eligibility parameters for your Effie program.

National

Countries Presented in This Case

Please select only the countries presented in this case.

United Kingdom

Please indicate all countries where this work ran.

United Kingdom

Industry Sector

Classify your brand/product by one of the available industry sectors, or choose Other.

Home Furnishings & Appliances

Industry/Category Situation

Select one.

Growing

MARKET / LOCAL NUANCE BACKGROUND

Please explain any relevant cultural or local trends, unique to your market(s), that generally shape the marketing environment and/or influence audience response to marketing efforts. (For example, if the government controls all the major media outlets, this may mean that the audience regards products/services they see advertised in this media as having some form of government approval.) Be sure to explain why these factors are relevant. You can also use this space to address the competitive

The UK is a developed market which has undergone a prolonged period of low growth. Consequently the fight for market share is intense, with brands quick to innovate and retailers keen to explore new formats and opportunities; the UK has amongst the world's highest proportion of sales online and has seen a rapid expansion in e-commerce and omnichannel retail.

The Home market in which IKEA competes (made up of Furniture and Home Furnishing markets) is highly fragmented and despite being worth £21bn in 2014, the top ten retailers only accounted for approximately a third of the total market by value.

At the time of launch, IKEA had been in the UK for 27 years; on opening in the UK 1987 the brand was a revolution and disrupted the market, campaigns such as 'Chuck out your chintz' cemented the brand's position and a progressive Swedish moderniser. However, by the 2000s the brand had become just another brand with large, out of town stores.

landscape in your market(s). This general background will help the judges better understand and evaluate the more specific story you tell in the remainder of your entry.

This question should be crafted with the judges in mind. While judges are European marketers, they may not be familiar with the unique nuances within the market(s) in which your case ran. Provide them with any context that will help them better understand your local challenges and marketplace.

EXECUTIVE SUMMARY

GIVE THE JUDGES AN UNDERSTANDING OF THE CASE THEY ARE ABOUT TO READ BY PROVIDING A SUMMARY FOR EACH OF THE ITEMS BELOW. A ONE-SENTENCE SUMMARY IS RECOMMENDED FOR EACH LINE.

The Challenge:

What critical health issue or barrier was your campaign addressing?(Maximum per line: 20 words)

Defend and grow market leadership against an evolving array of competitors with more stores and more products.

The Insight:

What patient, stakeholder and/or system insight led to your strategy?(Maximum per line: 20 words)

Solving little everyday problems holds the secret to a better life.

The Strategic Idea/Build:

How did you turn the insight into a strategic idea to impact health outcomes and benefit your client?
(Maximum per line: 20 words)

The Wonderful Everyday: An expression of Ingvar Kamprad's founding purpose, reimagined for a new cultural context.

Bringing the Strategy & Idea to Life:

How was your idea brought to jey audience/stakeholders such as patients, professionals, caregivers?
(Maximum per line: One sentence - 20 words)

By showing that little, everyday moments really are the important ones—and that IKEA has the products to improve them.

The Results:

How did your campaign make a positive impact on health outcomes?

(Maximum per line: 20 words)

Market leadership was successfully defended whilst delivering with a 47% increase in ROI despite increasing spend almost 80%

Why is this entry an outstanding example of health effectiveness in this Effie entry category, driving measurable impact on health outcomes?

Summarise your case by focusing on how your results related directly back to your challenge and objectives.

When entering multiple categories, it is important to customise your response for each category. If judges have questions about your eligibility in this category, they will refer to this response.

(Maximum: 150 words)

IKEA is a household name, popular within culture and with a long record of creative marketing, but back in 2013 a different story was emerging. Sales were flat, penetration declined and IKEA was looking out of step. The Wonderful Everyday has been a central pillar to the rejuvenation of the business, growing sales, arresting the penetration decline, growing ROI 47% despite increasing budgets to deliver £579m of profit. After the first four years were entered into Sustained Success in 2018, the platform not only remains in full health, it's matured; it delivered its highest revenue return in its 10th year.

1A. Before your effort began, what was the state of the brand's business and the overall category in which it competes? What was the strategic challenge for your business? Provide context on the degree of difficulty of this challenge.

(Maximum: 425 words; 3 charts/visuals)

In 2013 IKEA was the UK's Number One Home retailer, with 19 stores and a market share of 6% (£1.2bn). The main rivals were John Lewis (4.3%), Argos (4.3%) and Dunelm (3.8%).

With 7m customers, IKEA was still a huge brand, but its vital signs were declining, potentially foreshadowing a more severe decline to come.

The long-term trend was that IKEA sales were flat.

Brand penetration had fallen 29% over 7 years.

Those who were visiting were shopping for a narrower range of products—only 6 of twenty IKEA product categories were in growth.

Ultimately IKEA's flat-pack modernism was slowly slipping out of favour. In the face of new and exciting competitors like Made.com and John Lewis, the Scandi-minimal aesthetic once thought modern was now cold, basic and sterile.

This meant weaker brand perceptions—IKEA paled in comparison to the warm, trusted brand position enjoyed by John Lewis, its biggest rival at the time.

All this meant IKEA was simply less relevant to everyday life—top of mind awareness was slipping and consideration was low.

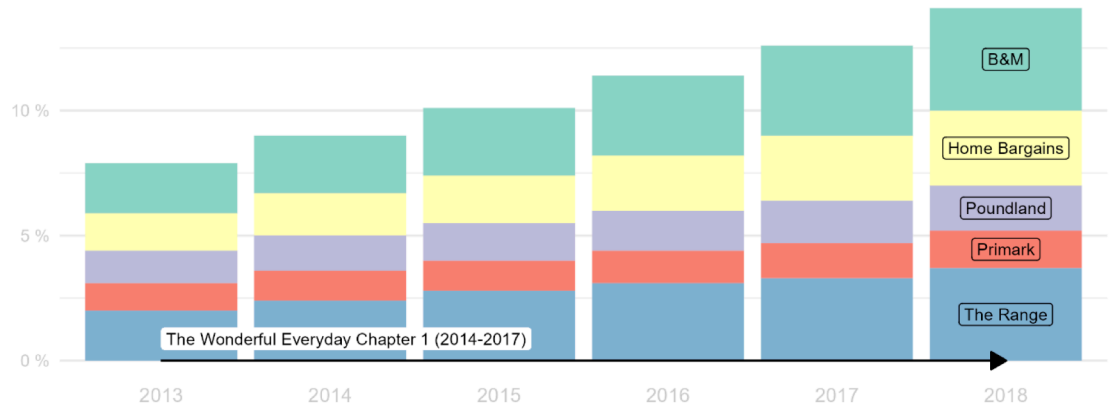
In the next 10 years, the challenges to the brand and business would far from soften, with an increasingly competitive landscape attacking IKEA's leadership on all fronts:

An emerging wave of new low cost competitors

A new range of new low-cost competitors would emerge and rapidly gain share; whilst individually small, they would cumulatively represent a sizable threat, at almost 15% of the market. All while price would become the number 1 category purchase driver.

Discounters and low price competitors were gaining market share

UK home category discounter market shares 2018



Source: GlobalData

2. Increased competition on our core range of products

In the face of new competition IKEA was no longer able to rely on its core product ranges to win customers. Dunelm would come from outside the top ten to become the leader in home accessories, with 8.1% share. The secret to their success? Their range was considerably larger and 30% of it was refreshed annually.

IKEA was outgunned when it came to choice

Reported number of SKU's per store



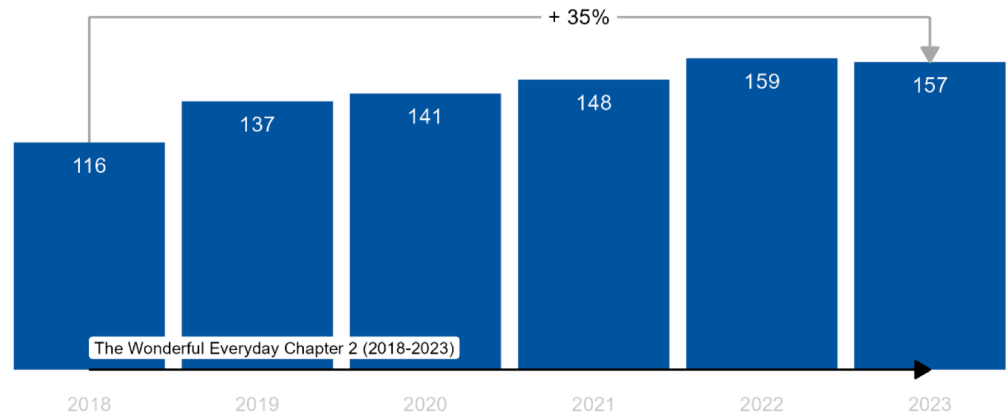
Source: IKEA, Dunelm

3. An even more cluttered market

The sheer number of new players to the market would lead to +35% increase in the number of different home furnishing brands spontaneously mentioned by consumers since 2018 alone, making it even more difficult to lead in both the hearts and minds of UK consumers when it came to their homes.

Home category brands known by consumers increased 35% between 2018 and 2023

Number of home category brands with at least one spontaneous mention 2018-2023



Source: Kantar

All this, amidst an unforeseen and unprecedented global pandemic, that would change consumers' relationship to both their homes and how they shop for them, and would lead to a 1% contraction in category sales.

From a challenging 7 years of sales softening and penetration declines, growth throughout the next 10 years would be no mean feat.

1B. WHAT WERE THE BUSINESS, MARKETING AND CAMPAIGN/ACTIVITY OBJECTIVES THAT YOU SET TO ADDRESS YOUR CHALLENGE? WHAT WERE THE KEY PERFORMANCE INDICATORS (KPIs) SET AGAINST EACH OBJECTIVE? PROVIDE SPECIFIC NUMBERS/PERCENTAGES FOR EACH AND BENCHMARKS WHEREVER POSSIBLE.

RESPONSE FORMAT

List each objective individually.

- We have allowed for:
 - one key business objective (required)
 - up to 3 Marketing (Customer) and Activity (Comms.) objectives (1 required, 3 maximum for both types).
- If you had fewer marketing and activity objectives, that is fine, please leave the fields blank.
- For each objective, provide brief context for why you chose it, state the KPIs and benchmarks.

Required objectives must include health outcomes objectives and relevant measures of success; for example:

- Business Objective e.g. improve adherence rates
- Marketing Objective e.g. increase patient awareness/engagement.
- Activity Objective e.g. health professional education, caregiver activation

Unsure which objective type to select? [View guidance here.](#)

Business Objective

Objective #1 should be your primary campaign objective,

Reference 1

then you may list up to three supporting objectives.

For each objective, you may include up to three charts/graphs.

Objective - Overview & KPI

State your objective here.

(Max: 30 words)

IKEA needed to grow sales to defend market leadership; the goal of marketing was to deliver incremental revenue above the £7 ROI benchmark achieved to date.

Rationale - Why the objective was selected and what is the benchmark?

(Max: 75 words, 3 charts/graphs)

Despite being market leader with 6.2% share, IKEA spent less than many competitors with a 3% share of voice equating to -2pts of ESOV—a condition which would make achieving growth challenging.

In order to increase budgets in the future, the marketing team needed to demonstrate they could deliver improved returns with what they had.

Measurement - How did you plan to measure it?

(Maximum: 30 words)

Sales growth and market leadership would be tracked by IKEA and Global Data respectively, incremental revenue attributable to marketing would be measured by econometric modelling.

Tagging - What keywords best describe your objective type?

(1 Required. No Maximum)

Brand or Business Transformation

Revenue (growth/maintenance/easing decline/value share)

Marketing Objectives

1

Objective - Overview & KPI

State your objective here.

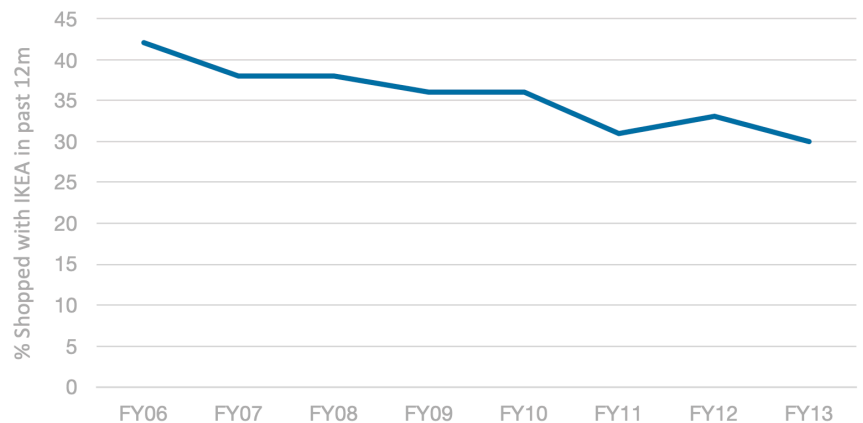
(Max: 30 words)

Arrest the long term penetration decline and return to growth

Rationale – Why the objective was selected & what is the benchmark?

(Max: 75 words, 3 charts/graphs)

Penetration has been on a seven year decline



Winning new customers was crucial for us to deliver upon the aggressive revenue and share targets the business had set for us. To do so, we needed to

restore the penetration gains lost over the past 7 years, and even more crucially, we needed to be able sustain this upward trend to ensure the long term success of the business.

Measurement - How did you plan to measure it?

(Maximum: 30 words) Penetration was measured internally by IKEA but 2014 this was replaced by tracking YouGov Brand Index; the goal was simply to see growth in penetration figures as measured by YouGov.

Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.
- Unsure which objective type to select? [View guidance here.](#)

Penetration / Acquisition

Activity Objectives

1

Objective - Overview & KPI

State your objective here. (Max: 30 words) Increase conversion through the funnel by increasing Consideration and Purchase Intent by 10%—a 1% gain per annum across both measures for each year forward.

Rationale – Why the objective was selected & what is the benchmark?

(Max: 75 words, 3 charts/graphs) While awareness of the brand was near universally high, our concerns lay lower down the funnel, with huge drop offs on consideration and purchase intent. With an incredibly cluttered market, we needed to give people across the UK more reasons to consider IKEA over our ever increasing competition, and make them more likely to purchase with us. At the start of 2014, Consideration sat at 33.7%, while Purchase Intent was only at a worrying 10.4%.

Measurement - How did you plan to measure it?

(Maximum: 30 words) Brand health measures would be tracked by YouGov Brand Index from 2014 onwards.

Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.
- Unsure which objective type to select? View guidance here.

Consideration

2

Objective - Overview & KPI

State your objective here.

(Max: 30 words)

Increase appeal and favorability for IKEA's range of home furnishing products, through statistically significant increases in key brand measures; 'products I love' and 'solutions that meet your home furnishing needs'

Rationale – Why the objective was selected & what is the benchmark?

(Max: 75 words, 3 charts/graphs)

As a key category driver, we needed to restore the favorability of IKEA's unique range, and make it more relevant to everyday people across the UK. To succeed we needed to see an uplift of greater than 10% from a base of 45% and 62% respectively.

Measurement - How did you plan to measure it?

(Maximum: 30 words)

IKEA Capital Brand Tracking 2014-2024

Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.
- Unsure which objective type to select? View guidance here.

Changes in Specific Brand Attributes

Section 1: Sourcing

You must provide a source for all data and facts presented anywhere in the entry form. The below field may only be used to list sources of data provided in your responses above, do not include any other information.

Recommended Format: Use footnotes in your responses above and list each source numerically below. We recommend each source

1. Verdict- Global Data Tertiary Reporting, 2013
2. IKEA Internal Sales Data, 2013
3. IKEA Internal Sales Data, 2013
4. IKEA Brand Capital Tracking, 2013
5. IKEA Internal Sales Data, 2013
6. Davies McKerr Research 2013
7. Davies McKerr Research 2013
8. Millward Brown 2013
9. Verdict-Global Data Tertiary Reporting, 2013
10. IKEA, Dunelm annual reports 2013

include the following information: Source of Data/Research, Type of Data/Research, Dates Covered. Do not include agency names in your sources. **View detailed guidelines here.**

11. Kantar Research, 2018
12. Global Data Tertiary Reporting, 2020
13. Essence Mediacom Econometric Modelling, 2014
14. Neilsen Reporting, 2014
15. IKEA Brand Capital Tracking, 2013
16. YouGov Brand Index 2014
17. YouGov Brand Index 2014
18. IKEA 'Testament of a Furniture Dealer' 1976
19. Verdict-Global Data Tertiary Reporting, 2013

2A. Define the target audience(s) you were trying to reach and explain why it was/they were relevant to the brand and the challenge. Did your audience change over time? If so, describe how and why.

Describe your audience(s) using demographics, culture, media behaviors, etc. Explain if your target was a current audience, a new audience, or both. What perceptions or behaviors are you trying to affect or change?

Commerce & Shopper

Cases: Be sure to highlight the shopper's motivations, mindset, behaviors, and shopper occasion.

(Maximum: 300 words; 3 charts/visuals)

IKEA define their audience as 'the many people'; for targeting efficiency this translates to ABC1 18-64 adults— where possible focused on those living within 45 minutes' drive-time of an IKEA store. Of the 28m households in the UK, nearly three-quarters are within that catchment area.¹

In 2013, low stock, rising house prices, and a tightening up on mortgage offers, meant that buying a house had never been more difficult, or more expensive. As a result, the big ticket furniture items that IKEA had become famous for— beds, kitchens, wardrobes—had become unaffordable to some, unnecessary to others. Saving money, people retreated inside, cocooning themselves with softer, cosier furnishings and familiar, well-worn furniture; taking delight in the smaller, more affordable things and avoiding extravagance.³

More recently, our audiences' lives have become even more tumultuous. Lockdowns from the COVID-19 pandemic have fundamentally changed their relationships with their homes, transforming them from homes into work spaces and increasingly play spaces, acting as both joyful retreats and places of confinement. And a recent cost-of-living crisis has severely limited their ability to spend on them, with investing in the home seen as a luxury, not a necessity.

2B. Explain the thinking that led you to your insight(s). Clearly state your insight(s) here.

Clarify how the insight(s) were directly tied to your brand, your audience's behaviors and attitudes, your research and/or business situation. How would this unique insight(s) lead to the brand's success and how did it inform your strategic idea.

(Maximum: 400 words; 3 charts/visuals)

When this platform was first developed, IKEA had found itself caught between social shifts that had reshaped attitudes to the home, and consumer perceptions

that had narrowed the image of the brand. Where its sharp, angular lines had been thought modern, now, they were now seen as cold, basic and sterile.

In the dim light of economic recovery, people were seeking comfort. The outside world was best experienced from the safety of the sofa and, whether owned or rented, people were retreating to their homes to cocoon: hunkering down with softer, cosier furnishings and familiar, well-worn furniture; taking delight in the small things that made a big feel good difference—blankets, lighting, cookware

IKEA grew from a Scandinavian culture that held these things in high regard. Central is the belief that the everyday is important; that it's the ordinary moments in life that are the wonderful ones—and that there is genuine pleasure to be had in making the everyday even more special. Who better than a Scandinavian retailer born of long winter months, from high in the northern hemisphere, to embrace this positive spirit?

This sentiment became even more relevant in the years to follow, as pandemics, lockdowns and the burgeoning then ballooning cost of living crisis

has made the everyday less and less wonderful, making the everyday small moments we could control and protect, even more important.

2C. What was the core idea or strategic build you arrived at using your insight(s) that enabled you to pivot from challenge to solution for your brand and customer?

(Maximum: 200 words)

Backing for the new brand direction was found in the IKEA archives in Almhult, Sweden in the form of the Ingvar Kamprad's founding vision from 1943, "To create a better everyday life for the many people."

It was a promise that had always been at the heart of the brand and in 2013 at its inception, it resonated with the new cultural landscape more strongly than ever.

Our challenge was to show that there was more to IKEA than low-cost flat pack whilst meeting the needs of the cocooning consumer. So the cultural need and IKEA's original brand purpose were perfectly aligned.

We concluded that our new communications position needed to evolve in two key ways:

From: Rational and functionally-led

To: Emotional and consumer-led messages

In order to focus on everyday themes within the home and what they mean to people—like play, sleep or cooking—rather than big household transformations.

From: Occasional themes, bigger products

To: Bigger themes, smaller products (and later, IKEA services as well) In order to feature the broader range of everyday items—both big and small—available across all of IKEA departments, and the many different affordable ways of accessing them.

Section 2: Sourcing

You must provide a source for all data and facts presented anywhere in the entry form.

The below field may only be used to list sources of data provided in your responses above, do not include any other information.

Recommended Format:

Use footnotes in your responses above and list each source numerically below. We recommend each source include the following information: Source of Data/Research, Type of Data/Research, Dates Covered. Do not include agency names in your sources. **View detailed guidelines here.**

1. Agency media planning, 2014
2. Guardian, 2013
3. Canvas8 Research, 2013
4. IKEA Life at Home Diaries 2023
5. Canvas8 Research, 2013
6. IKEA Internal Documentation, undated
7. The Outsiders Research, 2018
8. IKEA 'Testament Of A Furniture Dealer' 1976

SECTION 3: BRINGING THE STRATEGY & IDEA TO LIFE - 23.3% OF TOTAL SCORE

This section relates to how you built a compelling creative and channel plan i.e. how and where you brought your strategy to life. And how you tested for ongoing optimisation.

Help the judges evaluate your entry by demonstrating how you created work that targeted and motivated customers effectively. Outline how your creative and channels plans worked together to drive results.

Throughout the Sustained Success entry form, answer all questions for the initial year and describe how/why change occurred over time.

3A. Describe the key elements of your plan that activated your strategy. Outline any components that were active in the effort e.g. all integral communications, promotions, CRM program, customer experience, pricing changes, etc. that were a part of your effort.

(Maximum: 300 words; 3 charts/visuals)

We developed a unifying brand platform as a creative elevation of our strategic direction: Life isn't about fleeting events or a summer holiday, it's the little, everyday things that make it what it is: The Wonderful Everyday (or TWE for the purposes of this paper moving forward).

It spoke to the smaller, more iterative changes people were making in their homes and the truth that happiness could be found in solving little, everyday problems.

A MANIFESTO

Practical is wonderful.

Sure, there are people splitting atoms and flying to Mars.

But aren't there still giant leaps to made in stopping a saucepan boiling over?

The greatest design challenge in the universe is getting a child out the house in the morning on time.

It's living with a dog.

It's brushing teeth.

It's getting a baby off to sleep.

Solving the everyday takes imagination.

Practical isn't easy but it's a joyous design challenge.

And that's exactly what IKEA love.

And it's why every single thing we sell is an imaginative, beautiful celebration of the everyday.

IKEA. The Wonderful Everyday.

The idea was designed to activate from the inside, out, across both consumerfacing campaigns across paid, owned and earned, as well as internal co-workercommunications.

Over the past 10 years, it has served as a guiding light to build the brand, promote the benefits of key categories, give us a POV during seasonal campaigns, announce new store openings, share the brands CSR perspectives, and give a unique tone of voice to retail and promotional campaigns to help them stand out amidst the clutter.

3B. Outline the key building blocks of the creative executions for your main marketing vehicles e.g., endline, call-to-actions and format choices. If relevant, include any important changes that optimised

the creative while the activity was running.

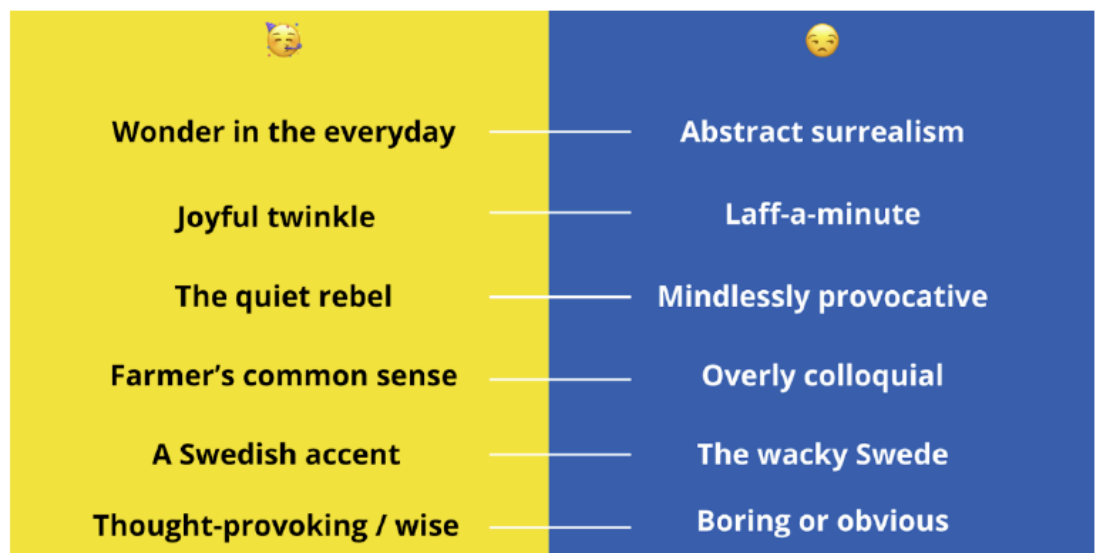
(Maximum: 300 words, 3 charts/visuals)

'The wonderful everyday' not only became a brand slogan, but a philosophy that informed how the brand moved through the world in every way.

Creating a 'wonderful everyday perspective' has become a crucial strategic building block for all campaigns. This involves identifying and then challenging a perceived wisdom with a perspective from IKEA that brings a more wonderful experience to that category, moment or mentality with the use of IKEA's expertise or products.



The platform has also become the basis for a consistent and unified tone of voice, that enabled the work to strike the right balance between human, relatable, and wondrous. See our tone of voice guidelines developed alongside the platform.



It also helped inform the unique creative world that IKEA advertising has become known for, striking the balance between real world experiences and settings, with a touch of magical surrealism to them.

3C. Outline the rationale behind your communications strategy, experience strategy and channel plan. Explain how the integral elements worked together to drive results. If relevant, explain how you changed your spend across channels as part of your campaign optimisation.

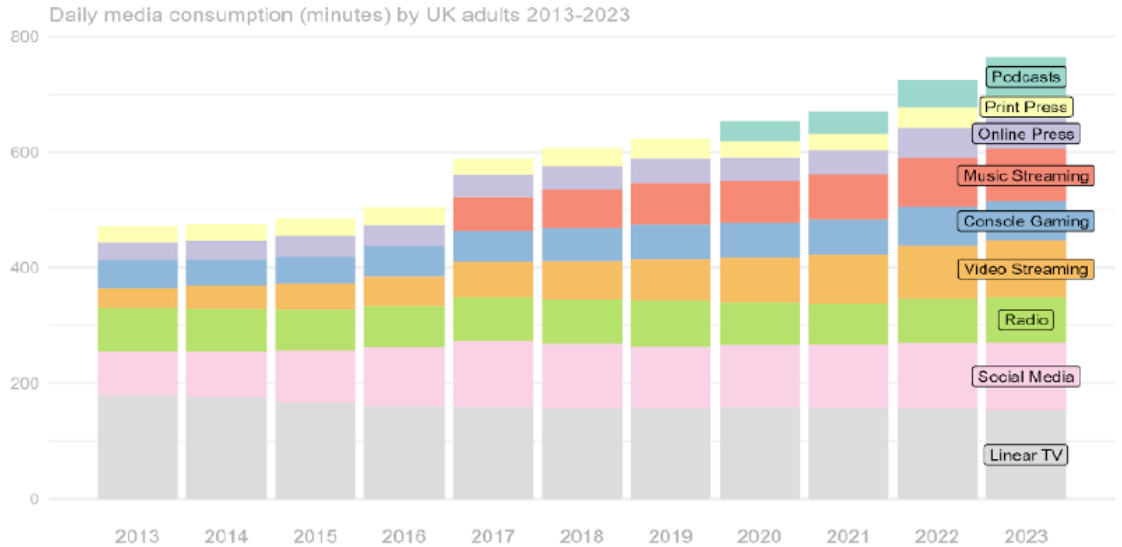
(Maximum: 500 words; 3 charts/visuals)

To build an elevated yet still everyday role for IKEA in the lives on our audience we built a plan based on the following principles:

Growing and optimising IKEA's biggest ROI driver

Linear TV is IKEA's most effective long-term revenue and ROI driver and has consistently received the largest share of budget, but as daily media consumption increased from <8 hours in 2014 to almost 13 hours in 2023, LinearTV's dominance was diluted from 37% to 20% of an average day.

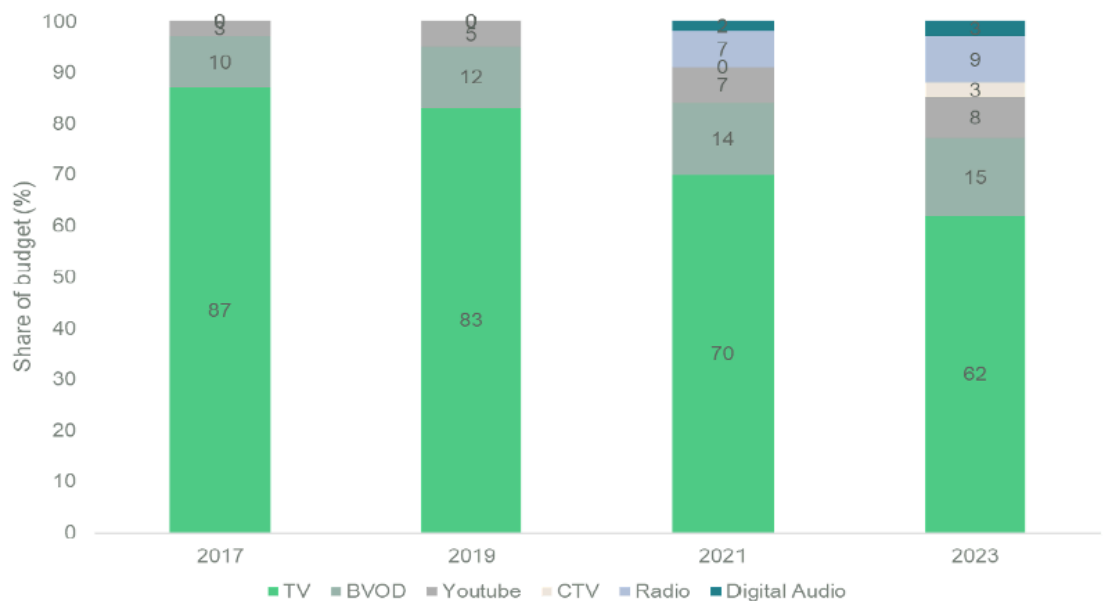
Adult media consumption has increased from 8 to almost 13 hours per day



Source: WARC

It was critical we maximised AV effectiveness and evolved the telling of TWE through new channels and platforms embraced by The Many People as behaviours changed.

The evolution of AV share of budget



Over time we increased investment into AV – split across linear TV, BVOD and OLV, informed by decreasing reach of linear TV and growing inflation. Whilst still the linchpin of our plan, we supplemented TV with an expanded role for BVOD and YouTube. We further optimised by increasing in lower cost months to achieve higher ratings.

Fewer, longer campaigns: Retiring the “wear out” debate

During the early period of TWE we ran four brand campaigns per year. However, it became clear ad awareness was peaking after 3 months and sharply dropping off each time a campaign ended, we then had to build back up, reducing the effectiveness of our communications. Accordingly, we reduced the number of TVCs produced per year from three before landing on the optimal number of two for the strongest long-term effects.

Resetting the role for channels

We did away with concepts of brand versus performance channels and built our plans based on how consumers interacted with media. The evolution wasn't just in where we spent, it was in the fundamental role that each media channel played in the total plan.

Paid Social had historically sat in the lower funnel; we recognised its potential for brand building. We increased investment into upper funnel Paid Social communications by 28% between 2019 and 2022, opening up new platforms like TikTok and reddit, as well as new routes into consumers' lives.

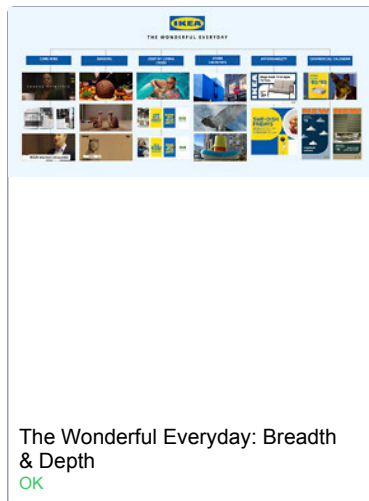
Radio, VOD and OOH were historically used for branding; we recognised their role to drive action, encouraging footfall to great effect. Radio stands as our most efficient short-term ROI driving channel, and OOH in third place (to paid search).

Search was the number one (reported) source of brand discovery and received up-weighted investment, as our most effective short-term revenue driver.

Key Visual

You have the option to upload a single image to accompany your explanation in this section to show how you brought your strategy and idea to life. It may be a media plan, a marketing mix visual, a flowchart, a calendar, a storyboard, etc.

You do not need to upload a copy of any of your creative images for judging here, as judges will view those on the creative examples tab.



Section 3: Sourcing

You must provide a source for all data and facts presented anywhere in the entry form. The below field may only be used to list sources of data provided in your responses above, do not include any other information.

Recommended Format:

Use footnotes in your responses above and list each source numerically below. We recommend each source include the following information: Source of Data/Research, Type of

WARC & GWI, Time with Media - UK all adults average daily consumption, 2023

Media Agency AV plans, 2023

Econometrics Agency, IKEA FY23 Econometric Debrief

Data/Research, Dates Covered. Do not include agency names in your sources. [View detailed guidelines here.](#)

4A. Over the time period of your case, how do you know it worked?

Explain, with category, competitor and/or prior year context, why these results are significant for the brand's business.

Results must relate back to your specific audience, objectives, and KPIs.

RESPONSE FORMAT

You have up to 400 words and 5 charts/visuals to set up your results. Then, for each objective provided in Question 1B, you are required to provide a corresponding result.

ELIGIBILITY REMINDERS

1. Provide a clear time frame for all data shown – either within your response or via the sources box.
2. All results must be isolated to Europe.
3. Work must have run in the eligibility window of 1 January 2023 – 31 March 2025.
4. All results must correspond to a data source

Sustained Success Requirement: Entrants must include work and results from the initial year, at least one interim year, and the current competition eligibility time period (the current competition eligibility time period is 1/1/23-31/03/25). If presenting more than three years of success, provide results here for the full spectrum of years presented in the case and the creative examples.

Work that ran after the cut-off period may not be submitted. Results that fall after the end of the eligibility period and are directly tied to the work submitted are fine to submit. Test efforts are not eligible.

Results Overview

(Maximum: 400 words, 5 charts/visuals)

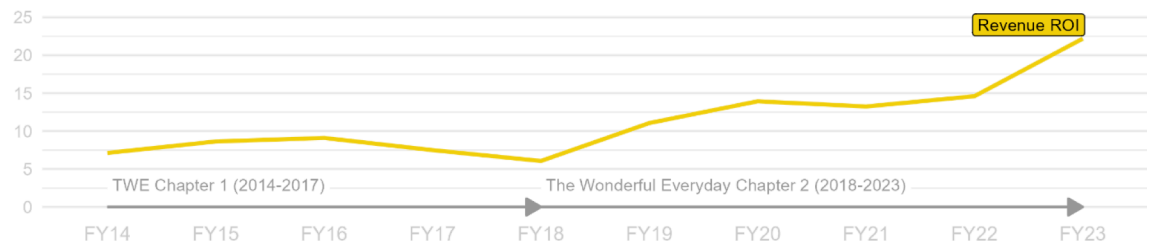
This paper represents the culmination of ten years of 'The Wonderful Everyday' during which it has driven £3.4bn of incremental revenue, contributed consistent growth in IKEA's market share to maintain its market leading position.

Even after a decade The Wonderful Everyday continues to deliver stronger returns; against the highest annual spend the platform has delivered its highest ROI of £22 in FY23 whilst across the entire ten-year period since launch the platform has delivered profit of £579,760,962.

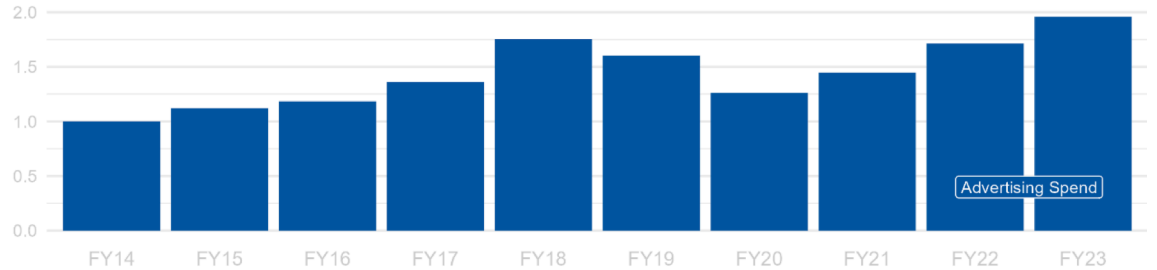
Incremental investment has been secured year-on-year by rigorously applying econometric learnings and proving the payback—every time with higher efficiency. In FY21 we invested 2% more in media and drove 9% more revenue, in FY22 we spent 30% more and drove 36% more revenue and in FY23 we spent 17% more and drove 69% more revenue.

ROI has continued to grow, overwhelming the diminishing returns from increased spend

Revenue ROI from advertising



Advertising spend index (2014 = 1)



Stronger still has been the platform's ability to help the business recover from the ruinous impact of Covid; within two years IKEA was able to regain and surpass its 2019 position.

Business Objective Results

Provide results that correspond to each of your objectives from Question 1C here. You are required to provide a result for each objective.

To re-order the way your objectives/results appear, return to Question 1C and re-order your objectives using the 'nudge' button.

For each result, you may include up to 3 charts/graphs.

1

Objective - Overview & KPI

State your objective here.

(Max: 30 words)

IKEA needed to grow sales to defend market leadership; the goal of marketing was to deliver incremental revenue above the £7 ROI benchmark achieved to date.

Rationale - Why the objective was selected and what is the benchmark?

(Max: 75 words, 3 charts/graphs)

Despite being market leader with 6.2% share, IKEA spent less than many competitors with a 3% share of voice equating to -2pts of ESOV—a condition which would make achieving growth challenging.

In order to increase budgets in the future, the marketing team needed to demonstrate they could deliver improved returns with what they had.

Measurement - How did you plan to measure it?

(Maximum: 30 words)

Sales growth and market leadership would be tracked by IKEA and Global Data respectively, incremental revenue attributable to marketing would be measured by econometric modelling.

Tagging - What keywords best describe your objective type?

(1 Required. No Maximum)

Brand or Business Transformation

Revenue (growth/maintenance/easing decline/value share)

List Result

(Maximum: 30 Words)

ROI grew to an average of £10.8 for all activity across the 10 year period, increasing sales 83% since the launch to defend IKEA's market leadership position.

Context

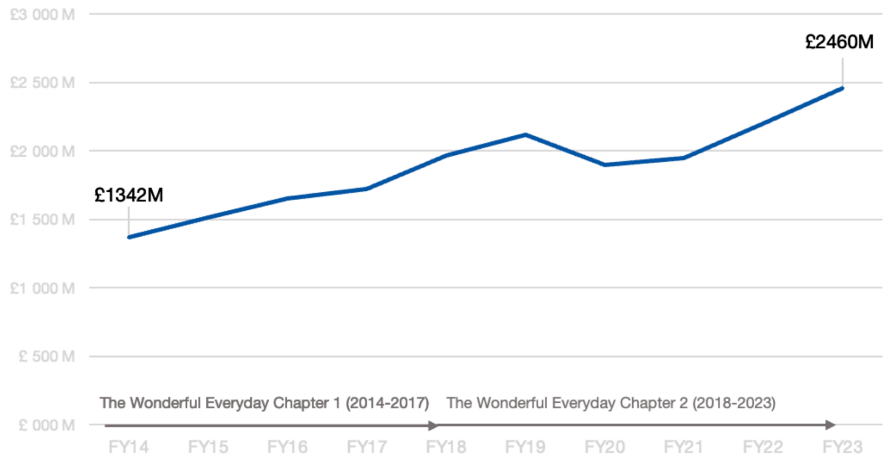
Explain, with category, competitor, and/or prior year context, why these results are significant for the brand's business.

(Maximum: 150 words, 3 charts/visuals)

The platform has been integral to the return to sales growth observed across the last 10 years. Importantly, it also helped recover lost sales during Covid within as little as two years.

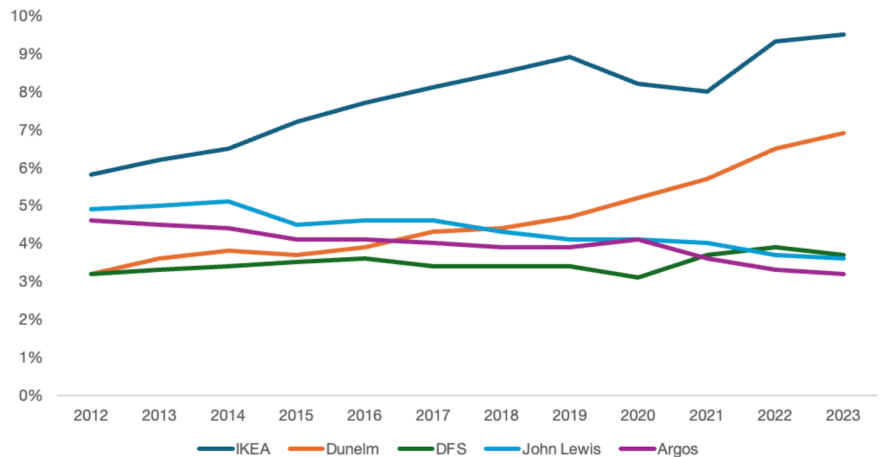
Throughout The Wonderful Everyday, IKEA's revenue has grown strongly

Total annual revenue 2014-2023



The platform has helped IKEA defend and grow market leadership.

IKEA market share has grown by 50% since launch



The long term investment in 'TWE' has led to an increased ROI of 47% above the prior campaign average. Media and production investments have also become more profitable over time, with higher ROIs delivered the longer the platform has been activated for, despite spend increasing over the latter years of the platform.

The Wonderful Everyday has increased ROI by 47% above the prior-campaign average
Average annual revenue ROI pre and post launch of The Wonderful Everyday

The Wonderful Everyday Chapter 2 (2018-2023)

£13.51

FY14-23 average = £10.8

The Wonderful Everyday Chapter 1 (2014-2017)

£8.08

Pre 'The Wonderful Everyday'

£7.36

Marketing Objectives Results

1

Objective - Overview & KPI

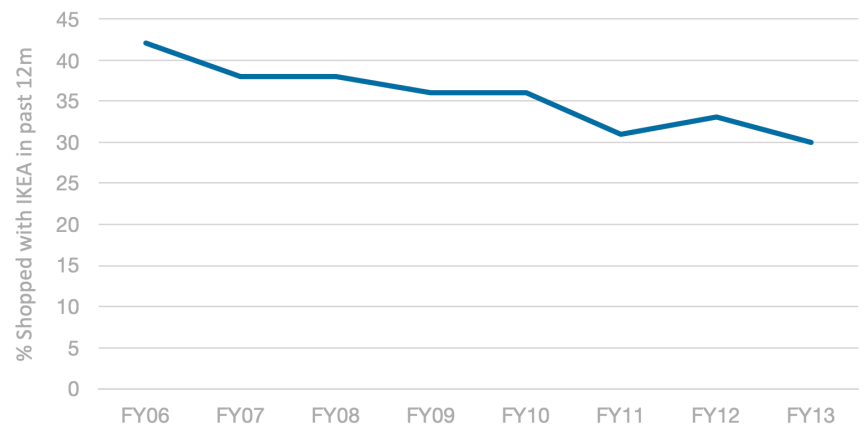
State your objective here. Arrest the long term penetration decline and return to growth here.

(Max: 30 words)

Rationale – Why the objective was selected & what is the benchmark?

(Max: 75 words, 3 charts/graphs)

Penetration has been on a seven year decline



Winning new customers was crucial for us to deliver upon the aggressive revenue and share targets the business had set for us. To do so, we needed to restore the penetration gains lost over the past 7 years, and even more crucially, we needed to be able sustain this upward trend to ensure the long term success of the business.

Measurement - How did you plan to measure it?

(Maximum: 30 words) Penetration was measured internally by IKEA but 2014 this was replaced by tracking YouGov Brand Index; the goal was simply to see growth in penetration figures as measured by YouGov.

Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.

- Unsure which objective type to select? View guidance here.

Penetration / Acquisition

List Result

State your corresponding result here.

Penetration has increased 39% since launch.

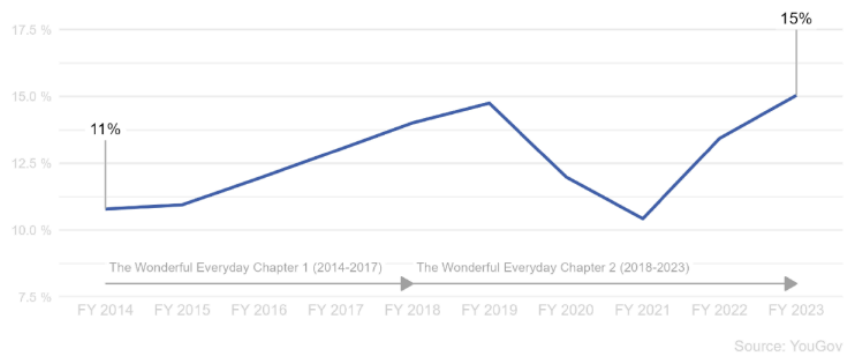
Context

Explain, with [category](#), [competitor](#), and/or [prior year context](#), why these results are significant for the brand's business.

(Maximum: 150 words, 3 charts/visuals)

Penetration has grown since launch and recovered from the hit brought about by Covid. Thanks to recent marketing efforts, penetration is also 14% up on the pandemic period.

IKEA's penetration grew since launching The Wonderful Everyday & recovery from Covid
IKEA home category penetration 2014-2023



Activity Objectives Results

1

Objective - Overview & KPI

State your objective here.
(Max: 30 words)

Increase conversion through the funnel by increasing Consideration and Purchase Intent by 10%—a 1% gain per annum across both measures for each year forward.

Rationale – Why the objective was selected & what is the benchmark?

(Max: 75 words, 3 charts/graphs)

While awareness of the brand was near universally high, our concerns lay lower down the funnel, with huge drop offs on consideration and purchase intent.

With an incredibly cluttered market, we needed to give people across the UK more reasons to consider IKEA over our ever increasing competition, and make them more likely to purchase with us. At the start of 2014, Consideration sat at 33.7%, while Purchase Intent was only at a worrying 10.4%.

Measurement - How did you plan to measure it?

(Maximum: 30 words)

Brand health measures would be tracked by YouGov Brand Index from 2014 onwards.

Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.
- Unsure which objective type to select? View guidance here.

Consideration

List Result

State your corresponding result here.

Consideration has increased by 60% while purchase intent has grown by 101%, beating 10 year targets for both metrics.

Context

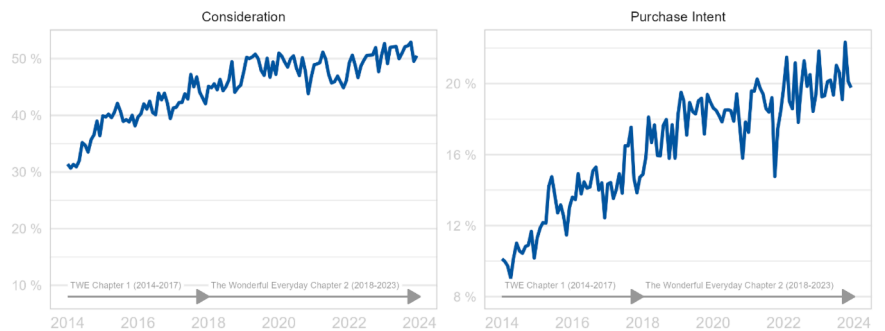
Explain, with [category](#), [competitor](#), and/or [prior year context](#), why these results are significant for the brand's business.

(Maximum: 150 words, 3 charts/visuals)

Since 2014 we have made incredible gains across both metrics, increasing the number of people likely to consider and intend to shop at IKEA.

The Wonderful Everyday has increased [consideration and purchase intent](#)

IKEA consideration & purchase intent 2014-2023



Source: YouGov

2

Objective - Overview & KPI

State your objective here.

(Max: 30 words)

Increase appeal and favorability for IKEA's range of home furnishing products, through statistically significant increases in key brand measures; 'products I love' and 'solutions that meet your home furnishing needs'

Rationale – Why the objective was selected & what is the benchmark?

(Max: 75 words, 3 charts/graphs)

As a key category driver, we needed to restore the favorability of IKEA's unique range, and make it more relevant to everyday people across the UK. To succeed we needed to see an uplift of greater than 10% from a base of 45% and 62% respectively.

Measurement - How did you plan to measure it?

(Maximum: 30 words)

IKEA Capital Brand Tracking 2014-2024

Tagging - What keywords best describe your objective type?

- You may have more than one objective of the same type.
- Unsure which objective type to select? View guidance here.

Changes in Specific Brand Attributes

List Result

State your corresponding result here.

Brand perceptions improved with a +18% increase in 'Products I love' and a+16% increase in 'Solutions that meet your furnishing needs'.

Context

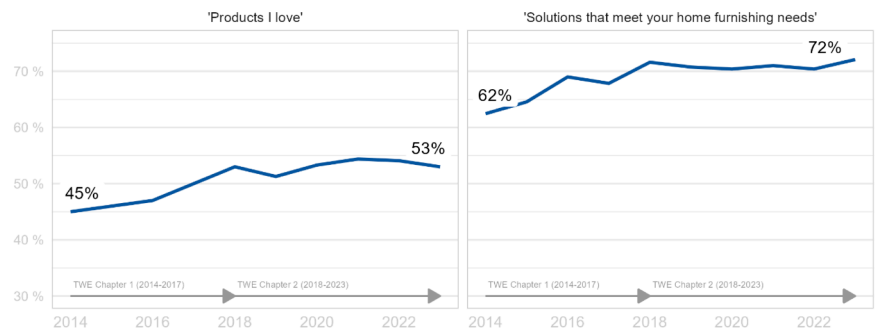
Explain, with [category](#), [competitor](#), and/or [prior year context](#), why these results are significant for the brand's business.

(Maximum: 150 words, 3 charts/visuals)

By continuously reflecting the product range in new, relevant and compelling lights, The Wonderful Everyday has helped make IKEA's range more appealing and more relevant to people's needs than ever before.

Range perceptions have improved

Respondents agreeing that IKEA has...



Source: Brand Capital

Additional Results

You may use this space to provide additional results achieved that you may not have had an initial objective for. This space may only be used for additional results beyond those that align with your listed objectives.

(Maximum: 150 words, 3 charts/graphs)

Brand perceptions improved with a +22% increase in 'Is a brand I feel close to'.

4B. Marketing rarely works in isolation. Outside of your effort, what else in the marketplace could have affected the results of this case - positive or negative?

Select factors from the chart and explain the influence (or lack of influence) of these factors in the space provided.

Business Events (e.g. changes in supply chain, government regulations)

We recognise that attribution can be difficult; however, we're inviting you to provide the broader picture here in making the case for your effectiveness.

Natural Events (e.g. weather, natural phenomenon, etc.)

Societal or Economic Events (e.g. changes in economic, political, social factors)

Explain the influence (or lack of influence) of the factors you selected above.

The chart provided is a sampling of marketplace activities, but your response is not limited to these factors. We recognize that attribution can be difficult; however, we're inviting you to provide the broader picture here in making the case for your effectiveness.

(Maximum: 200 words; 3 charts/visuals)

IKEA uses an econometric model which has been optimised over 18 years by the same agency feeding in both national and store-level variables. All of the below factors are accounted for in the model:

The category grew throughout the period, even during Covid 19, however IKEA has not only grown above the category – it faced a steeper decline in growth yet has recovered faster than the category.

The number of departments and breadth of SKUs have remained stable.

The impact of the changes to the digital experience have been noted, however the physical store network of IKEA has remained largely unchanged (and outnumbered by top ten competitors stores 58:1);

- Opened: Exeter, Reading, Greenwich, Sheffield, Hammersmith

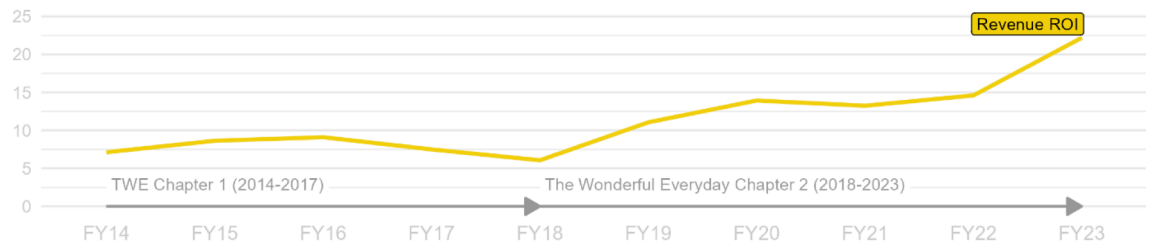
- Closed: Edmonton, Norwich, Tottenham

The price increases in 2021 would inevitably increase revenue the effect of this on marketing driven incremental revenue has been factored into the econometric modelling and is accounted for within the figures.

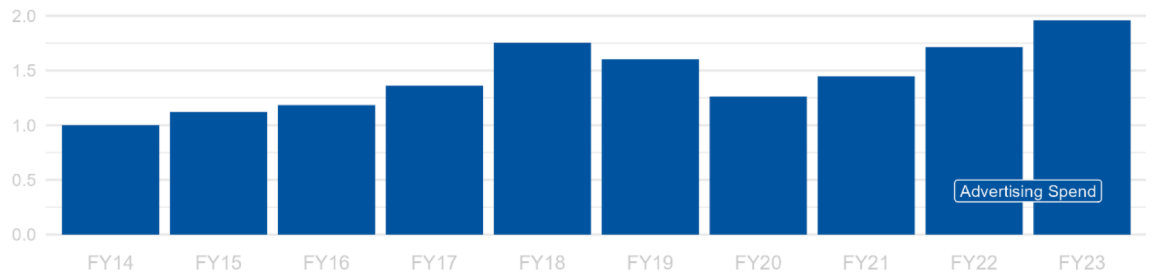
Spend increased but the proportional contribution to revenue outweighs increased budgets. Furthermore, we've driven greater efficiency with increased investment; when spending more, the expected outcome would be for ROIs to decrease, we saw the opposite.

ROI has continued to grow, overwhelming the diminishing returns from increased spend

Revenue ROI from advertising



Advertising spend index (2014 = 1)



Section 4: Sourcing

You must provide a source for all data and facts presented anywhere in the entry form. The below field may only be used to list sources of data

1. Econometrics Agency, IKEA FY23 econometrics debrief
2. Global Data, 2023
3. Econometrics Agency, IKEA FY23 econometrics debrief
4. Econometrics Agency, IKEA FY23 econometrics debrief

provided in your responses above, do not include any other information.

Recommended Format: Use footnotes in your responses above and list each source numerically below. We recommend each source include the following information: Source of Data/Research, Type of Data/Research, Dates Covered. Do not include agency names in your sources. [View detailed guidelines here.](#)

5. Econometrics Agency, IKEA FY23 econometrics debrief
6. Econometrics Agency, IKEA FY23 econometrics debrief
7. Econometrics Agency, IKEA FY23 econometrics debrief
8. Global Data, 2023
9. Econometrics Agency, IKEA FY23 econometrics debrief
10. YouGov Brand Index 2023
11. YouGov Brand Index 2023
12. YouGov Brand Index 2023
13. YouGov Brand Index 2023
14. Brand Capital 2023
15. Brand Capital 2023
16. Brand Capital 2023
17. Brand Capital 2023
18. YouGov Brand Index 2023
19. YouGov Brand Index 2023
20. Kantar NGCT 2023
21. Kantar NGCT 2023
22. Global Data, 2023
23. Kantar NGCT 2023
24. Kantar NGCT 2023
25. Econometrics Agency, IKEA FY23 econometrics debrief

INVESTMENT OVERVIEW

The Investment Overview is reviewed as part of Section 3: Bringing the Strategy & Idea to Life, along with your creative work, as presented in the Creative Reel and Images for Judging. These elements together account for 23.3% of your total score.

Paid Media Expenditures (Sustained Success)

Select paid media expenditures.

2014	2018	YYYY	2023
€5-8 Million ▾	€5-8 Million ▾	Select... ▾	€5-8 Million ▾
-4	29		14

Compared to other competitors in this category, the budget is:

Select one.

More

Compared to prior year spend on the brand overall, the brand's overall budget this year is:

Select one.

More

Media Budget Elaboration:

Provide judges with the context to understand your budget.

What was the balance of paid, earned, owned, and shared media? What was your distribution strategy? Did you outperform your media buy?

In addition to providing context around your budget, if you selected Not Applicable to either of the previous two questions, explain why you selected Not Applicable.

(Maximum: 150 words)

Over the course of ten years the budget has increased 95%; this might appear to be a large increase, consider:

- The time period accounted for, inflation and the growth in revenue; as a proportion of top-line revenue the investment in broadly in line the first year of the campaign.
- The proportional contribution to revenue outweighs increased budgets to drive greater efficiency; when spending more, the expected outcome would be for ROIs to decrease, we saw the opposite.

The proportion invested in TV has remained similar; additional budget has been spent on digital and new platforms.

PRODUCTION & OTHER NON-MEDIA EXPENDITURES

Select a budget range for the key assets you developed to bring your idea to life. This should include hard pre and post productions costs, talent (influencer or celebrity fees), and any activation costs.

Production & Other Non-Media Expenditures

Select a budget range for the key assets you developed to bring your idea to life. This should include hard pre and post productions costs, talent (influencer or celebrity fees) and any activation costs.

€2–3 Million

Elaboration on the Production & Other Non-Media Expenditures

Provide judges with the context to understand the selection outlined above. This is an opportunity to provide further context surrounding your budget, so judges have a clear understanding and do not question the information provided above.

(Maximum: 100 words)

Production budgets and fee spend has remained proportional to media spend.

OWNED MEDIA

Elaborate on owned media (digital or physical company-owned real estate), that acted as communication channels for case content.

(Maximum: 100 words)

Was owned media a part of your effort?

Elaborate on owned media (digital or physical company-owned real estate), that acted as communication channels for case content.

(Maximum: 100 words)

Yes : Yes : Website and store media have always been a consistent component of IKEAmarketing, this has remained unchanged pre/post TWE.

SPONSORSHIPS AND MEDIA PARTNERSHIPS

Select the types of sponsorships/media partnerships used in your case. Choose all that apply. Then, provide additional context regarding those sponsorships and media partnerships, including timing.

(Maximum: 100 words)

Sponsorships

Select all that apply.

Unique Opportunity

Elaboration on Sponsorships and Media Partnerships

Provide additional context regarding your sponsorships and media partnerships.

(Maximum: 100 words)

Over ten years limited media property sponsorships have been conducted, this have included radio promotions and a TV show; The Great Home TransformationOn Channel 4.

SOURCES

Investment Overview: Data Sources

You must provide a source for all data and facts presented anywhere in the entry form. The below field may only be used to list sources of data provided in your responses above. Entrants may not include any additional context or information in the below field.

Recommended Format:

Use footnotes in your

All media data from Media & Econometrics agency.

responses above and list each source numerically below. We recommend each source include the following information: Source of Data/Research, Type of Data/Research, Dates Covered. Do not include agency names in your sources. **View detailed guidelines here.**

All Touchpoints

Select all that apply

	2014	2018	2024	YYYY
Cinema	2	3	2	%
Digital Mktg. – Display Ads	10	1	1	%
Digital Mktg. - SEM	10	15	27	%
Digital Mktg. – Short Video (:15-3 min.)	%	4	%	%
Digital Mktg. – Social: Paid	%	8	15	%
Digital Mktg. – Video Ads	5	%	13	%
Direct Mail	%	%	2	%
Loyalty Programs	%	%	2	%
OOH – Billboards	8	15	3	%
Print - Magazine	5	%	%	%
	100.0	100.0	100.0	0.0

Radio	10	3	6	%
TV	50	51	29	%
	100.0	100.0	100.0	0.0

Main Touchpoint 1

Most integral touchpoint.

TV

Main Touchpoint 2

#2 Most Integral Touchpoint

Digital Mktg. – Social: Paid

Main Touchpoint 3

#3 Most Integral Touchpoint

Digital Mktg. - SEM

SOCIAL MEDIA PLATFORMS

Select all social media platforms utilised in your effort from the list below.

Social Media Platforms

Select all that apply, or select Not Applicable.

Facebook

Instagram

YouTube

CREATIVE REEL

The Creative Reel is the entrant's opportunity to showcase the creative work that ran in front of their audience to the judges. The reel is NOT a video version of the written case. Judges recommend spending at least 70% of the creative reel's time on examples of creative work.

The creative reel is not judged for the production quality of the reel; judges are evaluating only the creative work that ran in the marketplace as it relates to the challenge, insights, audience, and strategy.

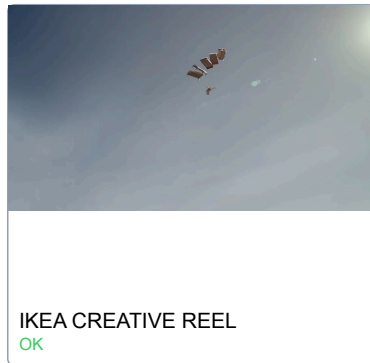
Specific, quantifiable results, agency names/logos, and competitor logos/work may not be included anywhere in the video.

The Creative Reel is viewed once the case has been read.

Creative Reel

3 min maximum (4 min for Sustained Success). 250 MB max., mp4 format. High Resolution: 16:9 at 1920x1080.

Do not include any agency names in the file name or anywhere in the reel. Give each upload file a unique name.



Creative Examples Presented in the Creative Reel - Select All

Select all that apply.

Cinema

Digital Mktg. – Display Ads

Digital Mktg. – Social: Paid

Digital Mktg. – Video Ads

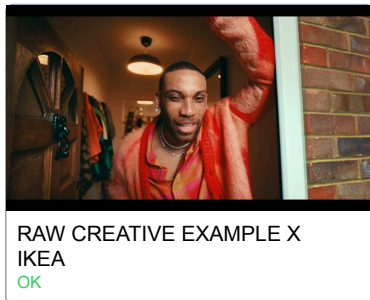
OOH – Billboards

Print - Magazine

Radio

TV

Raw Creative Examples as Originally Aired - For Research Purpose



In what language the raw creative example aired?

English

IMAGES OF CREATIVE WORK (2 Required, 6 Maximum)

Upload images of your creative work that ran in the marketplace. Communications channels highlighted must have been also featured in your creative reel.

Judges review these images after they read your case and watch your creative reel. Images should complement your reel and help the judges better evaluate the creative elements that ran in front of your audience.

Images for Judging are an opportunity to:

- + Showcase work that is better seen as a still image vs. video format
- + Draw further attention to key creative elements

Images of Creative Work

Upload 2-6 images of your creative work that ran in the marketplace. Do not include agency names in the file name or within the images.

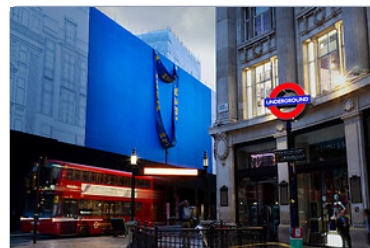
Technical Requirements:
.jpg/jpeg format



IKEA X BEDS
OK



IKEA X LOVE
OK



IKEA X OXFORD STREET
OK



IKEA X SLEEP
OK

Translation of Non-English Creative Work (If Applicable)

If your creative examples include non-English work, you are required to include an English translation either via subtitles within the creative OR you may provide a translation in the text box below. This will not be counted towards your entry form page limit.

Printed 2026-05-22 13:39:23 +0000

With Print Set JUDGING VIEW - PDF Version of the Written Entry for Judges