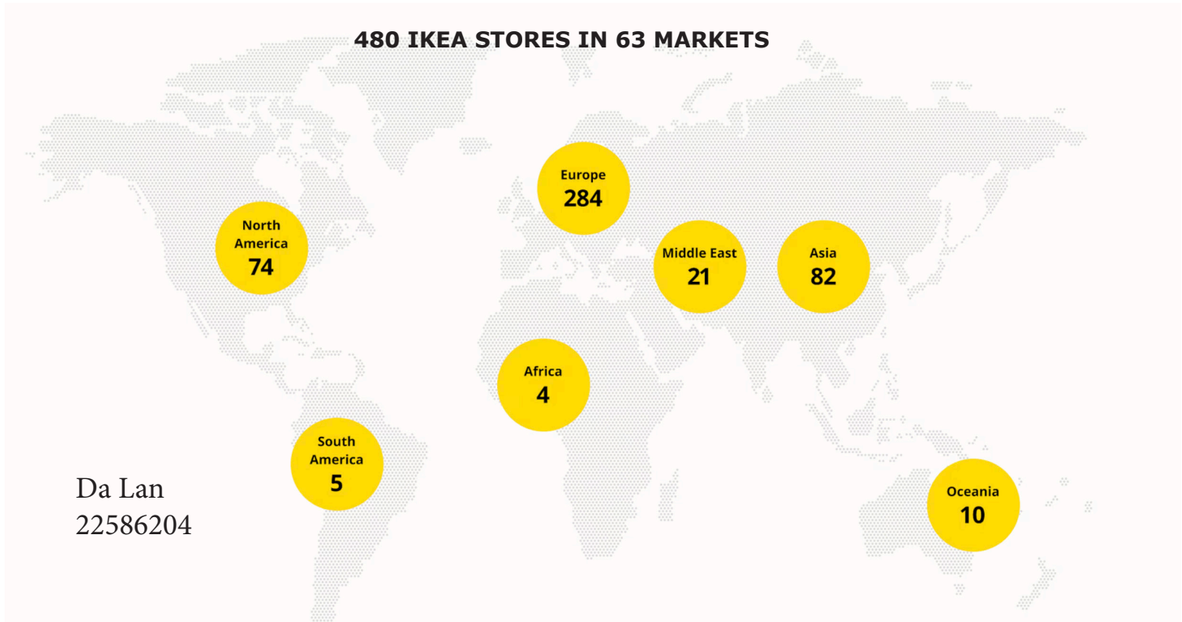
HOW DOES IKEA'S INFRASTRUCTURE SUPPORT AND ENHANCES ITS SUPPLY CHAIN MANAGEMENT

ACKNOWLEDGEMENT

I have conducted several interview with IKEA emplyee, and they have kindly provided me with internal data that shouldn't be shared, and their name is coverted



Da Lan
22586204

Figure 1,IKEA global store, updated: 12 Dec 2024

IKEA'S POSITION IN SUPPLY CHAIN MANAGEMENT

Redistribution of manufacture and service away from one single country has been a key feature of globalization of late 20st century, the redistribution of work, labour signifies an era of global-cooperation-value, as each country does what they are best at, this global value chain (GVC)[1], where the full range of economic activities from design, manufacturing, distribution, and customer service happening in different places, due to low international trade barriers and economic success of containerization[2] and economy of scale[3],many GVC driven companies even grew bigger than some countries, and IKEA is one of them.

IKEA's global expansion has been rather successful as it is now the biggest and probably most famous furniture and home furnishing retailer in the world, responsible for approximately 5.7% of global furniture sales[4], owning 480 stores in all 7 continents(IKEA.com, 2024).(Han, X., 2022) claims that the rise of IKEA is deeply entwined with its adaptive supply chain, which has evolved along the development of IKEA's global expansion strategy (Jonsson et al 2011). Relevant physical and digital infrastructure has been used, updated, adopted and innovated to support and enhance the IKEA SCM in 2 main areas: Lowest landed price and Availability in store.

1:Defined as "stages of production that are dispersed across multiple regions, countries and firms" (Neilson, Pritchard, & Yeung, 2014),

2: Use of standardized containers to transport cargo efficiently across different modes of transportation (Wayne K. Talley, 2000)

3:Companies can achieve economies of scale by increasing production while lowering per-unit production cost. (Will Kenton, Investopedia.com, 2024)

4:IKEA's total retail sales for the fiscal year 2022 amounted to €44.6 billion among the global furniture market size was valued at approximately USD 516.66 billion in 2022.(IKEA sustainability report, 2022)

The core principles of IKEA SCM are Vertical integration, Fisher (1997) has pointed out that a functional product benefits from a physically efficient supply chain, this supply chain usually has a high degree of centralized planning approach to facilitate low-cost in production and transportation (Hayes and Schmenner, 1978), thus it is reasonable to see IKEA, a retail giant which sells non-technical product adopting vertical integration strategy to maintain the lowest landed price and reliable global supply chain, as commented by one of the logistic manager: "Retaining control over every aspect of the supply chain, from the sourcing of raw materials to global distribution networks" (Linsay. S, 2024, LinkedIn), this principle is commonly known among IKEA staff, according to one of the interviewees:

"...It is a very simple idea, if you take control of the supply chain, you can reduce the number of operations that were supposed to be dealt with between hundreds of service entities, so we can maintain a competitive advantage..."(Anonymous Interviewee, 2024)

For a company get to this level of holistic integration it must have the prevalence of data throughout their organization, digitalization as a development of human technology enabled the possibility of vertical integration in supply chain management (Berawi et al, 2020), where a smooth flow of information and the transaction of this data into coordinated and meaningful actions is absolutely critical (Jasper, Z., Blog, Retailization.com, 2024), thus IKEA uses a combination of both internal and external systems for different department, notably IKEA has its own inventory system for local store (Clara, L., supplychain247.com, 2020), and uses IKEA's simulation and optimization tool (ISOT) (Ahmed & Toste, 2022) for purchasing strategy, IKEA has been using Paragon routine(renamed after Axida HDi) system and Zetes't technology for its logistic operation (Paragonroutine.com 2016, Zetes.com, 2008).

5:"Every 5 second a BILLY bookcase is sold worldwide" (IKEA.com, Jun 2023), estimated 6.7 million were sold every year.

If physical infrastructure is the flesh of the body of global supply chain, then the digital infrastructure are the nerves that connects the muscle of the supply chain, where supplier, logistics and retail store can work coherently. To better illustrate the significance of infrastructure in supporting and enhancing each stage of IKEA's SCM, we will follow the supply of the famous bookcase BILLY[5], from its biggest supplier factory Gyllensvaans Möbler to the hand of end-user in the USA.

BILLY BOOKCASE

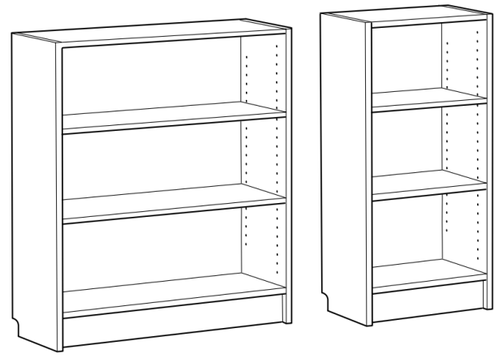


Figure 2,Billy construction manual, (IKEA.com, 2023)

IKEA'S SUPPLIER MANAGEMENT

IKEA' supplier management strategy is dictated by IKEA's sourcing strategy[6], which has experienced several developments and is deeply related to the how IKEA's SCM react toward different stages of globalization, before going aboard IKEA uses domestic sourcing, then as IKEA expanded its business globally, global sourcing was adopted to access labours and materials disregarding geo-political boundaries. However, with the increase awareness of implementing Vertical integration in recent year the share of Asia in total purchasing has stagnated lately, instead IKEA has increased its share from Europe, and generally production is shifted to the respective regions, "optimum sourcing" was used to balance cost, sustainability and risk regarding the increase of geopolitical tension in recent years[7](Ivarsson, 2011).

As iterated IKEA's supplier management strategy serves the IKEA SCM, as a result of the principle of vertical integration, IKEA's optimal sourcing strategy5 tends to employs fewer, loyal, and larger supplier, especially when supplier's production to IKEA represent majority shares of the supplier's production (Ivarsson & Alvstam 2011), when suppliers relies on IKEA and their production chain, organizational structure, way of conduct6, has adapted to IKEA way, suppliers would be more likely to align with IKEA's requirements, and more willing to invest in upgrading machineries to meet IKEA's standards or invest more factories.

"As regards IKEA's supplier relations, we can see a very clear pathway towards using fewer, larger, and more integrated suppliers. The selection of suppliers, the supporting of suppliers as well as some level of monitoring of suppliers, including their production and products, have become vital issues within IKEA's risk management."
(Magnus, B. et al, 2013)

Digital infrastructure has been used in IKEA's supplier management operation, sourcing & supplier management software helps companies find the cheapest solution and allows the purchasing team to act strategically (Matthieu, K., iot-analytics.com, 2022).

IKEA's purchasing strategy follows "optimal price", where IKEA orders more from existing suppliers that offer lower prices, It is humanly impossible to create a dynamic, responsive and intelligent system to constantly overseeing the current sourcing strategy being cheapest, so the purchasing team uses an internal system called IKEA's simulation and optimization tool (ISOT)11 which connects information of over 9500 products and 900 suppliers12, including transportation fees, tariff, storage cost, delay etc., then it is used for calculating the best purchasing strategy to place number of purchase on each supplier.

Numerically speaking the number of suppliers dropped from 2500 in 2001 to 1074 in 2010 and to nearly 900 in 2022, as a result of elimination of unwanted partners. (Anonymous interviewee, 2024).

However it has been demonstrated by Ivarsson and Alvstam (2011) that how supplier can benefit from IKEA, especially among developing countries, where multinational companies can support their suppliers with the transfer of technology and knowledge, usually in forms of lean manufacturing (An ideology of maximizing efficiency via automation and reduction in waste, loan can also be made to support suppliers as long as it is within the long-term goal of IKEA, (Ivarsson & Alvstam, 2011). Following IKEA's supplier management strategy, infrastructural changes happen because of lean manufacturing, old methods, factory, code of conduct will be replaced, substituted by IKEA's way.

IKEA production lines are either "Flexible setup" or "High runner", flexible setup uses existing facility and factory layout, lower production rate but lower initial investment, usually used for less demanding products, high runner production follows the principle of Lean Manufacturing, which requires high initial investment for dedicated machineries and new factory and production line layout, alternatively building a whole new factory dedicated to the spatial requirements for maximizing the production for IKEA.

6:Sourcing strategy is about designing future relationships with suppliers, where purchasing strategy works within the frame, and deals with day-to-day operational needs.

7:The Ukraine-Russian war has been disastrous for IKEA, where 17 stores were shut and access to wood became from Russia became, wood price went beyond the roof. (Alina, S., npr.org, 2022)

Gyllensvaans Möbler might be the best example to demonstrate IKEA's supplier management strategy influencing infrastructural change, as private owned Swedish furniture company it has been working with IKEA since 1952, at the same time it is the largest supplier of Billy since 1974 and produced 4 out of 9 million units of Billy in 2024. Gyllensvaans are crucial to IKEA as IKEA to it, as their 95% of production goes to IKEA. (Figure 3). The first automation was introduced in 1984 to replace manual labour under the guidance of Lean manufacturing, and now the whole production line are automated producing one Billy per 3 seconds without man actually making it, (gyllensvaan.se, 2024;Tim, H., bbc.com, 2017) and the factory has been extended several times to increase the production, and in 2008 it has invested another company called Ecolor in Cluj Romania that has 650 employees ranging 57,000m2 and produce foil on board products mainly to IKEA. (ecolor.ro, 2024)

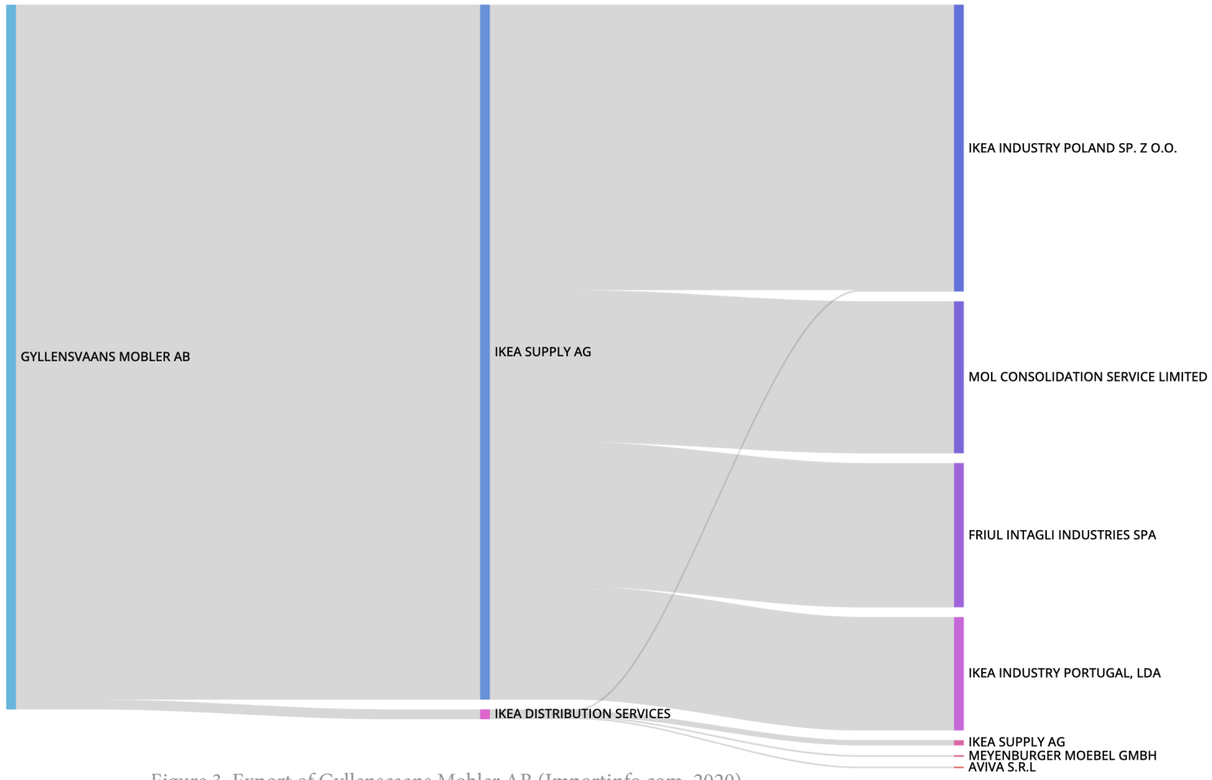


Figure 3, Export of Gyllenscaans Mobler AB (Importinfo.com, 2020)

Figure 4, 1996 expansion

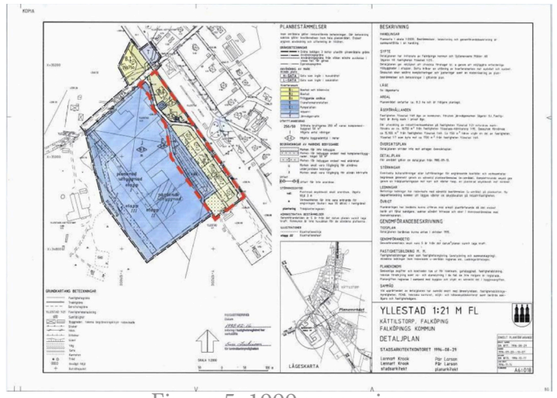


Figure 5, 1999 expansion

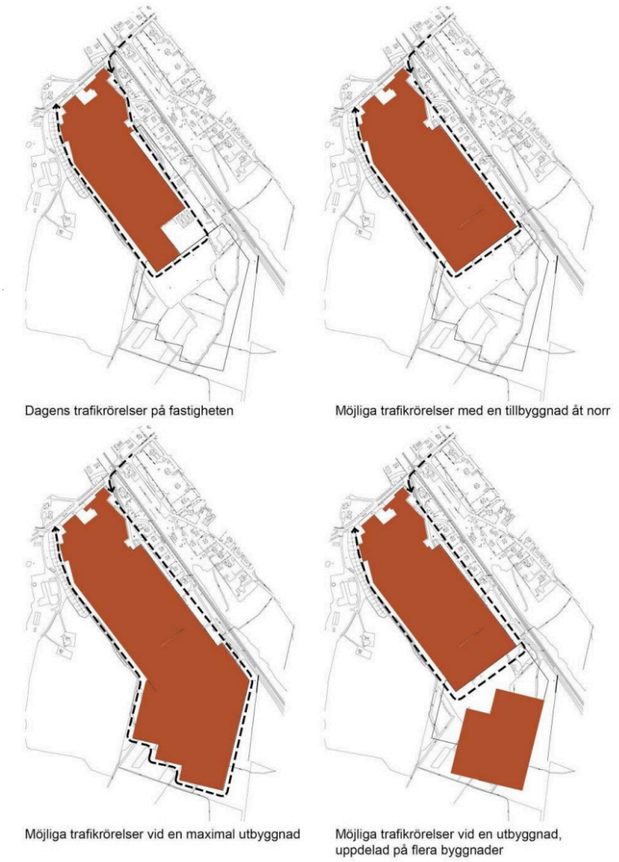


Figure 6, Traffic analysis

The factory has had numerous expansions to increase its production.(Figure 3&4). The newest expansion happened in 2015, seeking more space at the south of the factory, the illustrated map shows traffic analysis of proposed master planning (Figure 5). (Falköpings kommun, falkoping.se, 2015)

LOGISTICS

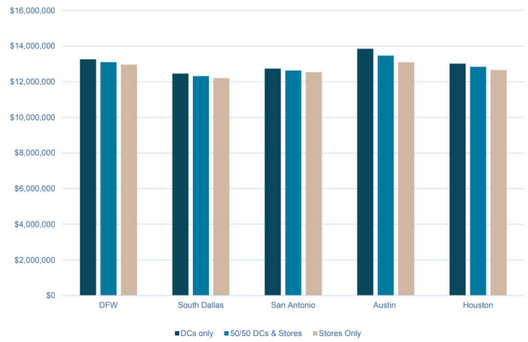
The globalization of business and the increase in competitive pressures have prompted many firms to develop logistics as a part of their corporate strategy for cost and service advantages" (McGinnis and Kohn, 2002), IKEA's SCM owes much of its success to a highly efficient and innovative supply chain supported by advanced infrastructure. IKEA's infrastructure—spanning centralized distribution centers, digital systems, and efficient packing design—ensures that the company can meet high level of availability in store for customer demands while maintaining affordability and environmental responsibility.

The logistics of IKEA products relies on centralized distribution centers, which collect products from global suppliers and dispatch them to regional markets. "Inventory level can directly influence the flexibility in the supply chain. Volume flexibility is "the ability to effectively increase or decrease aggregate production in response to customer demand"(Liu, J. 2011), centralized distribution center makes logistic faster and more reliable. Furthermore IKEA has adopted integration of robots with its warehouse management system(WMS), IKEA has opened up a customer distribution center (CDC) in Tianjin China, This CDC will be testing several automation that would enhance and support the operation more efficiently, it was claimed that the introduction of Autonomous Mobile Robots (AMRs) into WMS is an efficient transportation solution to reduce manual labour dependency, (Ingka.com 2024)

Another important aspect of warehouse management is its location due to integrated economy, USA is a big market and it is necessary to choose an appropriate location,(Liu, J., 2011)Warehouse operation has to concern about increasing cost which refers to reduce the time to market. Although location of distribution centre is directly linked to deliver time to store, but there are other factors to be considered, such as energy cost, transportation connection, labour issues and government incentives (Liu, J., 2011). Here is a demonstration of how IKEA opens up new store and distribution center, most of IKEA products sold in the US were supplied from Asia and Europe':

"Of the products it sells in the U.S., only 10% are made in the region" Inter IKEA said. It did not say where the majority of products sold there are sourced from. In Europe, 70% of what it sells is sourced in Europe, while 80% of what it sells in China is sourced from China. (Helen Reid, Reuter news,8 Nov 2024)

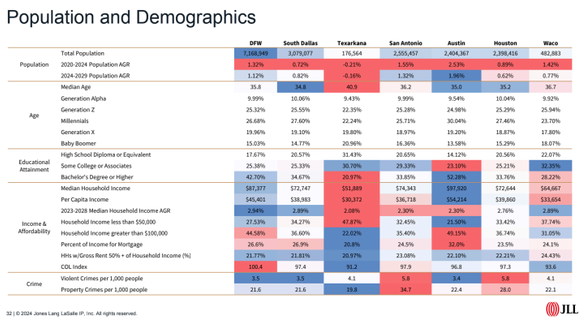
IKEA is investing $2.2+ billion in the United States over the next three years. As part of the investment, IKEA will open new stores and locations to meet customers, strengthen its fulfilment network to secure better delivery options and provide a product offer that reflects the needs of life at home in different regions across the country. This investment will bring IKEA closer to U.S. customers both physically and digitally (IKEA.com 2023), Substantial site analysis has been made from JLL with IKEA's data, where labour, logistics and real estate was used as criterion to determine the optimal location of a Texas based mattress production facility(us.jll.com, 2024)



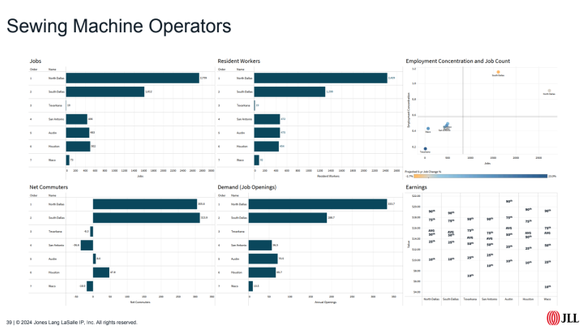
Operational cost has been estimated between 5 locations in Texas, where 3 scenarios has been simulated, factory to only Distribution center; factory to Distribution center and Store on a 50/50 base; only to store.

Other than that JLL has investigated on the economic outlook of each location by evaluating multiple demographic data and labour analysis. (IKEA Internal 2024)

IKEA's global expansion on constructing new facilities and infrastructure are well analysis in partnerships with professional entities, therefore IKEA's competitive advantages, expansion of infrastructure and facility that supports and enhance IKEA supplier chain management is benefited from deep site analysis.


Population and Demographics

		DFW	South Dallas	Texarkana	San Antonio	Austin	Houston	Waco
Population	Total Population	2,160,989	2,075,077	176,564	2,555,457	2,404,367	2,398,416	482,863
	2020-2024 Population AGR	1.32%	0.72%	-0.21%	1.55%	2.53%	0.89%	1.42%
	2024-2029 Population AGR	1.12%	0.82%	-0.16%	1.32%	1.96%	0.62%	0.77%
Age	Median Age	35.8	34.8	40.9	36.2	35.0	35.2	36.7
	Generation Alpha	9.99%	10.06%	9.43%	9.99%	9.54%	10.04%	9.92%
	Generation Z	25.32%	25.55%	22.35%	25.28%	24.98%	25.29%	25.94%
	Millennials	26.68%	27.60%	22.24%	25.71%	30.04%	27.46%	23.70%
	Generation X	19.96%	19.10%	19.80%	18.97%	19.20%	18.87%	17.80%
	Baby Boomer	15.03%	14.77%	20.96%	16.36%	13.58%	15.29%	18.07%
Educational Attainment	High School Diploma or Equivalent	17.67%	20.57%	31.43%	20.65%	14.12%	20.56%	22.07%
	Some College or Associates	25.38%	25.33%	30.70%	29.33%	23.10%	25.21%	32.35%
	Bachelor's Degree or Higher	42.70%	34.67%	20.57%	33.85%	52.28%	33.76%	20.22%
Income & Affordability	Median Household Income	$87,377	$72,747	$51,889	$74,343	$97,920	$72,644	$64,667
	Per Capita income	$45,401	$38,983	$30,372	$36,718	$54,214	$39,860	$33,654
	2023-2028 Median Household Income AGR	2.94%	2.89%	2.08%	2.30%	2.30%	2.76%	2.89%
	Household Income less than $50,000	27.53%	34.27%	47.87%	32.45%	21.50%	33.42%	37.74%
	Household Income greater than $100,000	44.58%	36.60%	22.02%	35.40%	49.15%	36.74%	31.05%
	Percent of Income for Mortgage	26.6%	26.9%	20.8%	24.5%	32.0%	23.5%	24.1%
	HHs w/Gross Rent 50% + of Household Income (%)	21.77%	21.81%	20.97%	23.08%	22.10%	22.21%	24.43%
	COL Index	100.4	97.4	91.2	97.9	96.8	97.3	93.6
Crime	Violent Crimes per 1,000 people	3.5	3.5	4.1	5.8	3.4	5.8	4.1
	Property Crimes per 1,000 people	21.6	21.6	19.8	34.7	22.4	28.0	22.1


Sewing Machine Operators

IKEA's IT systems play a critical role in managing its global supply chain. These systems track real-time inventory levels, enabling logistics managers to forecast demand and plan replenishment effectively. Point-of-sale (POS) data and warehouse management system (WMS) information allow stores to request restocking automatically when inventory hits a predefined threshold. This data-driven approach ensures product availability while preventing overstocking (Clara, L., 2020). for instance, when a kind of product is sold on Monday, then the planning department will get notification via internet immediately; the next day will arrange delivery process; on Wednesday the back-up product must be shipped completely; on Thursday the product will arrive in the store where it is needed; in the end the product will appear in the store on Friday. And such speed of goods flow must be ensured that it can be achieved around the entire world (IKEA report, 2008). (Liu, J., 2011)

One of the cornerstone of IKEA's SCM strategy is its flat-pack design, Gillis Lundgren[11] applied this idea to all IKEA products, greatly optimized space during transportation and storage. By reducing shipping volume, flat-pack products lower transportation costs and carbon emissions, enhancing logistical efficiency. As a result of flat-packing all IKEA furniture are self-assembled, not only reduced cost to assembly for IKEA, and because it is compacted, it reduces operational and delivery cost (Liu, J., 2011) (IKEA.com, 2024)

(Figure 7, Flat-pack design, IKEA.com, 2024)

(Figure 8, Ingvar Kamprad and Gillis Lunggren, IKEA.com, 2024)

11:Gillis Lundgren is quit famous in IKEA, he was the first employee and also invented the BILLY bookcase as well as the IKEA logo. (IKEA.com 2025)

(Figure 9, Sample of shipment of BILLY from Gyllensvaans Mobler to North America markets, Illustrator, 2024)

Sample Bill of Lading

169 SHIPMENT RECORDS AVAILABLE

Date	2023-11-02
Shipper Name	Gyllensvaans Moebler Ab
Shipper Address	Storgatan 6, Kättilstorp, Sweden, 521 95
Consignee Name	Ikea Supply Ag
Consignee Address	4762 BORUSAN RD
Notify Party Name	Ikea Purchasing Services Us Inc
Notify Party Address	SUITE 400 2200 RENAISSANCE BLVD, KING OF PRUSSIA, UNITED STATES
Weight	23501
Weight Unit	KG
Weight in KG	23501.0
Quantity	884
Quantity Unit	PCS
Measure Unit	CM
Shipment Origin	Sweden
Details	23,501.0 kg From port: Bremerhaven, Germany To port: Houston, Houston, Texas
Place of Receipt	Gothenburg
Foreign Port of Lading	Bremerhaven, Germany
U.S. Port of Unlading	Houston, Houston, Texas
U.S. Destination Port	Houston, Houston, Texas
Commodity	[redacted]
Container	TGHU6357498
Carrier Name	CMA-CGM
Vessel Name	BRUSSELS
Voyage Number	0VBF4
Bill of Lading Number	CMDUGTG0353561
Lloyd's Code	9200691
HTS Codes	HTS 9403.60.80;HTS 4410.11.00

(Figure 10, Sample of Bill of Lading, Panjiva.com, 2024)

IKEA uses ranges of transportation methods — train; ships; truck, during the transportation it is likely to cause damage, As mentioned before IKEA uses system developed by Paragon routine and Zete's Track-and-Trace Technology during the transportation of products, it provide real-time visibility into the movement of goods, estimated times of arrival, it not only ensuring timely deliveries but also the data collected allows IKEA to identify weaknesses in their supply chain by analysing where did damage occur. (Matthieu, K., iot-analytics.com, 2022)

For example if we follow the shipment of BILLY from Gyllensvaans Möbler to destination of Los Angeles, USA, we could envision the number of transportation methods used in this process[12], should be from the Gyllensvaans Mobler to the port of Gutenberg, it has to delivered to local gathering point by truck, then transported by train to the port and shipped to Hamburg Germany, then shipped to several destination including: Antwerp(1/12/24); Halifax(14/12/24); Port Everglades(21/12/24); Cartegena(26/21/24); Rodman(30/12/24), then arrived in Los Angeles on 9th January 2024. After it has arrived in port Long island it would carried to a Distribution center by a truck in Tejon Ranch, California, eventually dispatching products to nearby 9 stores.

12: The speculation here has not been confirm by any authority, but it should be very accurate based on my findings of Sample Bill of Lading from 2024 January then traced the container number and carrier number, and general information from interviewee, the speculation should be correct.

RETAIL STORE

The destination of IKEA's supply chain management are the retail store, Billy would be delivered from nearby distribution centers and re-stock on the shelf to be sold, IKEA's store is a is the last but the most important key to its success, the integration of both standardization and local adaptation of the store secure its local marketing strategy. The design of IKEA store is fascinating regarding sale strategy; efficiency; inventory management and brand image. Jonsson (2011) has illustrated that around 1970s standardization of store has been developed by IKEA to economize on building cost, and the fixed format retains the practice of procedure, routines and principle. Those standardization although it is not directly linked to SCM, but the infrastructural consistency played a role in supporting IKEA's success.

IKEA's standard store design is a reflection of early replication strategy to maximize efficiency and speed for global expansion, but Jonsson (2011) argues that in recent years, IKEA started regarding replication is a process that should allow for flexible adaptation and learning, not only as a means of staying competitive and innovative, but also as a means of managing the complexity of entering and operating in a different markets, thus IKEA group manager says:

"To replicate perhaps means sometimes 90% and sometimes 70%, but there must always exist something that is unique and it is important to incorporate experiences, local knowledge."

However not everything needs to be changed, as some functional or aesthetic features should stay fixed, while others may change in response to local customer and market demands (Clark, 1985), therefore IKEA kept some feature consistent, all IKEA store has this "traffic flow" that induces customers to go through all IKEA product range, maximizing product exposure which leads to more sale (Zajonc, R, B, 1968), also a selection of furniture is displayed in show Room, decorated for customers to easily envision the use of product at home, and to strengthen the brand image, architectural languages were used all IKEA stores are pained blue and yellow, and there must always be blue and yellow bags store, where the colour combinations are inspired by IKEA's patriotic approach to their home nation's flag Sweden, also each store has restaurant with identical menu across the world, along side with traditional Swedish food markets near the exist, and all store must have child care room.

Although the general format of IKEA is the same, there are also some local adaptations regarding to the market, the showroom settings differ by market, the dimension of the showroom are the seen as "normal" in the local market to make people feel like that IKEA's products can refurbish their home as well, on of the interview respondent from Burt et al studies says:

".....In china and especially in Shanghai you will find a set-up of how to furnish balcony with IKEA furniture, in the UK, many room setting will have a mantle piece reflecting that many UK homes have fire places, in the Osaka store in Japan you will find an earth quake beam going straight through they living room, reflecting the living space for many Japanese, in Australia the room settings are very large and have large furniture due to the fact that the Australians have the biggest living space of all."

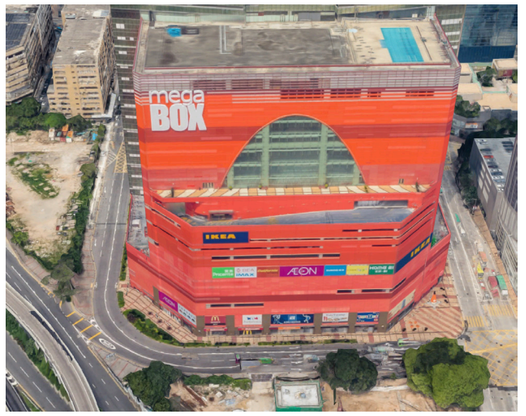
Other than that In order to provide services that more local approachable, shopping mode varies depending on the location of store, for example because of the high car-usage in USA, there are more customer pick up center in America, people can also make order by phone or internet instead of going to the store,(Liu, J., 2011)

One of the biggest local adaptations practices are car park design, because land price and population concentration are varying in different markets, IKEA has developed different store typologies(Jonsson 2011), For instance in Hong-Kong due to its expensive land price and in general land use is very limited, IKEA opened so call “small format store” and uses the car park from the shopping center. In Shenzhen china, a very large city with over 18 million population, slightly less denser than HongKong, it has its own store on the edge of the city, in Shenzhen under ground parking is prevalent, where the technology for such construction are well developed, and its are cheaper than buying extra lands.

In US, due to its abundance of lands and high car dependency, IKEA store is located far away from the city center and would be able to afford open ground parking lots. In Manchester UK, due to overcrowding of the city, IKEA has both roof and basement parking lots.

In Prague Czechia, its design is a great representation for contrasting the eastern European and western European IKEA store, after the wall has fallen, many western companies had invested business in eastern Europe, however due to the soviet urbanization program most targeted consumers lives in the city center, therefore similar to Shenzhen the store locates at the out edge of the city, connect-ed by metro station and has underground parking lots. On the other hands IKEA store in Malmo Sweden locates far away from the city center, connected by road and bus access as most Malmo citizens travels by public transport, because the land is cheap IKEA can also afford open ground parking lots.

To conclude the outlook of the store design are more or less homogeneous across the globe, but then differences hide in detail, where historical and political can also play a role in store design. IKEA has mastered the standardization with local adop-tion in its store design, which is a key to succeed to expand its business abroad.



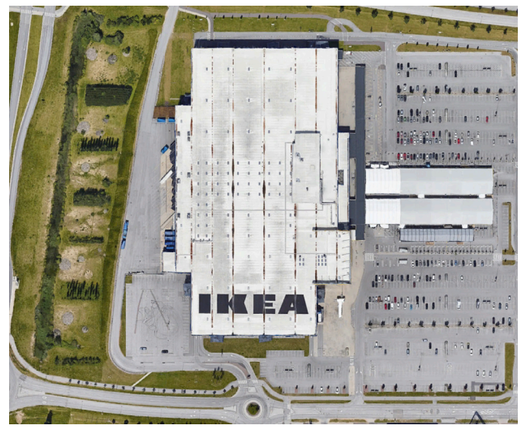
(IKEA store in Hongkong, China SAR)


(IKEA store in Shenzhen, China)


(IKEA store in Philadelphia, US)


(IKEA store in Manchester, UK)

(IKEA store in Prague, Czechia)



(IKEA store in Malmo, Sweden)

CONCLUSION

In conclusion, IKEA's infrastructure serves as the backbone of its highly efficient and innovative supply chain management(SCM). we have illustrate the use of infrastructure in supplier management to secure production security, an maximizing the efficiency, then we looked at different IKEA infrastructure use in its logistics, integration with technology and well planned location choice, and finally we looked at IKEA's store as infrastructure which act as a key to showcase IKEA as the world leading furniture retailer. In general IKEA integrates advanced digital systems, centralized distribution centers, and smart design, its supply chain successfully ensures the availability of its products in stores worldwide while maintaining affordability and minimizing societal impact.

However should also realized that IKEA's infrastructure does support its SCM, but it is a rare case for infrastructure to enhance the supply chain, the centralized supply management strategy dictate the direction of development of infrastructure, in order to achieve some set goals IKEA seek to adopt and innovate new infrastructures, when IKEA needed a more efficient way to manage logistics it intentionally adopt IT system, when it needs to secure the production efficiency and low-cost, IKEA influence or select suppliers that complies with IKEA. Therefore it is not unreasonable to say for a GVC driven furniture company, its goal is to sell more cheap and good products to many people, it doesn't needs to put too much research and development in infrastructural build up, instead adopting what is already available on the market is a more economical and efficient option, eventually IKEA is only doing its job, it does what it does the best, managing supply chain but not investing too much capital and resources in developing it.

Finally we still needs to acknowledge the effort of IKEA's advanced and sophisticated practise in its supply chain management, providing informations and experiences to other companies, and the practise of operating SCM itself provide markets for other entities to develop better infrastructure to adapt to today's deeply connected yet fragile global supply network.

한국어
중요한 정보.
꼼꼼히 읽어주세요.
추후 참고를 위해 설명서를 잘 보관해 주세요.

경고

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Cedera serius atau fatal dapat terjadi akibat perabot terbalik. Untuk mencegah perabot ini terbalik seharusnya ditetapkan secara permanen ke dinding.

Perangkat pemasangan untuk dinding tidak disertakan karena bahan dinding yang berbeda memerlukan jenis perangkat pemasangan yang berbeda. Gunakan perangkat pemasangan yang sesuai untuk dinding rumah anda. Untuk saran pada sistem pemasangan yang sesuai, hubungi dealer spesialis di tempat anda.

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AMARAN

Kecederaan serius atau kecederaan terhempap boleh menyebabkan kematian berlaku jika perabot rebah. Untuk mengelakkan perabot ini daripada rebah ia mesti dipasang secara kekal ke dinding.

Peralatan memasang untuk dinding tidak disertakan kerana bahan dinding yang berbeza memerlukan peralatan memasang yang berbeza. Gunakan peralatan memasang untuk dinding rumah anda. Untuk nasihat tentang sistem memasang yang sesuai, hubungi pembekal yang khusus di kawasan anda.

عربى
معلومات هامة
اقرأ بعناية.
احتفظ بهذه المعلومات للرجوع إليها مستقبلاً.

تحذير

قد تحدث إصابات بالغة أو مميتة نتيجة إنهيار أو إنقلاب الأثاث .لمنع هذا الأثاث من الإنهيار يجب تثبيته دائماً على الحائط.

أدوات التثبيت على الحائط غير متضمنة وذلك لأن هناك أنواعاً مختلفة من الحوائط وهي تتطلب
أنواعاً مختلفة من أدوات التثبيت .استخدم أدوات التثبيت المناسبة للحائط في منزلك .لطلب النصيحة حول نظام التثبيت المناسب، اتصل على ايكيا.

ไทย
ข้อมูลสำคัญ
ควรอ่านคำเตือนอย่างละเอียด
และเก็บไว้เป็นข้อมูลอ้างอิงต่อไป

คำเตือน

หากตู้ล้มคร่ำลงมา อาจเป็นเหตุให้เกิดการบาดเจ็บสาหัสหรือถึงแก่ชีวิตได้ จึงควรยึดตู้ติดผนังให้แน่นหนา เพื่อป้องกันตู้ล้ม อันอาจก่อให้เกิดความเสียหายหรืออันตรายได้

สกรูสำหรับยึดตู้ติดผนังไม่ได้ให้มาในชุดอุปกรณ์ประกอบ เนื่องจากวัสดุผนังแต่ละแบบใช้สกรูต่างชนิดกัน ให้เลือกใช้สกรูที่เหมาะกับผนังบ้าน หากไม่แน่ใจว่าควรใช้สกรูชนิดใด สามารถสอบถามได้จากร้านจำหน่ายอุปกรณ์ใกล้บ้าน

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