

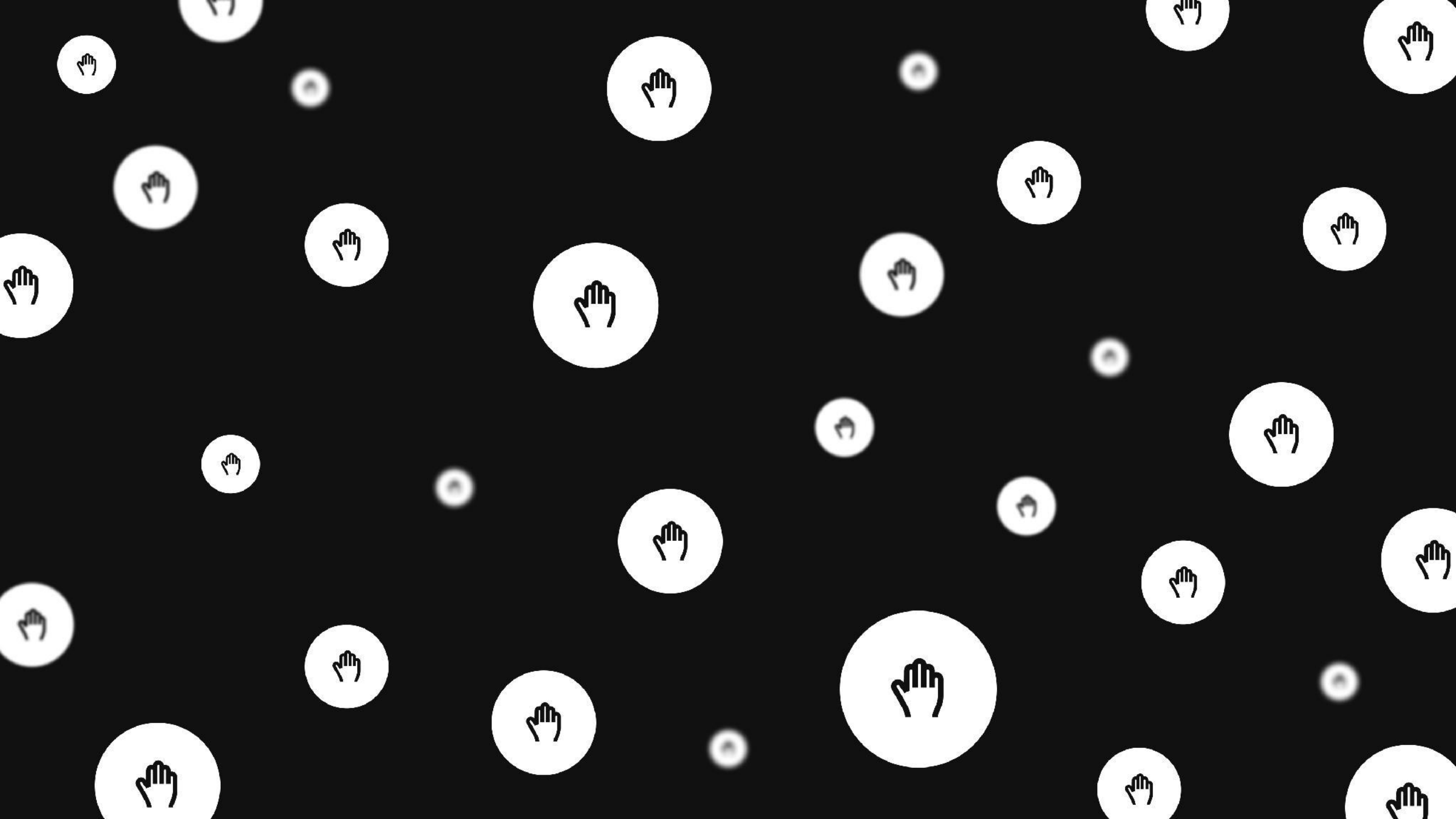


Loyalty at scale

The engineering decisions no one talks about.



**IKEA
Family is
closed**



You remember the **failure.**





You remember the **failure**.
Not the reward.

The foundation, or the applause

The decisions that matter most are the ones nobody ever sees. The flashy feature versus the sturdy foundation.

The foundation, or the applause

The decisions that matter most are the ones nobody ever sees. The flashy feature versus the sturdy foundation.

The flashy feature

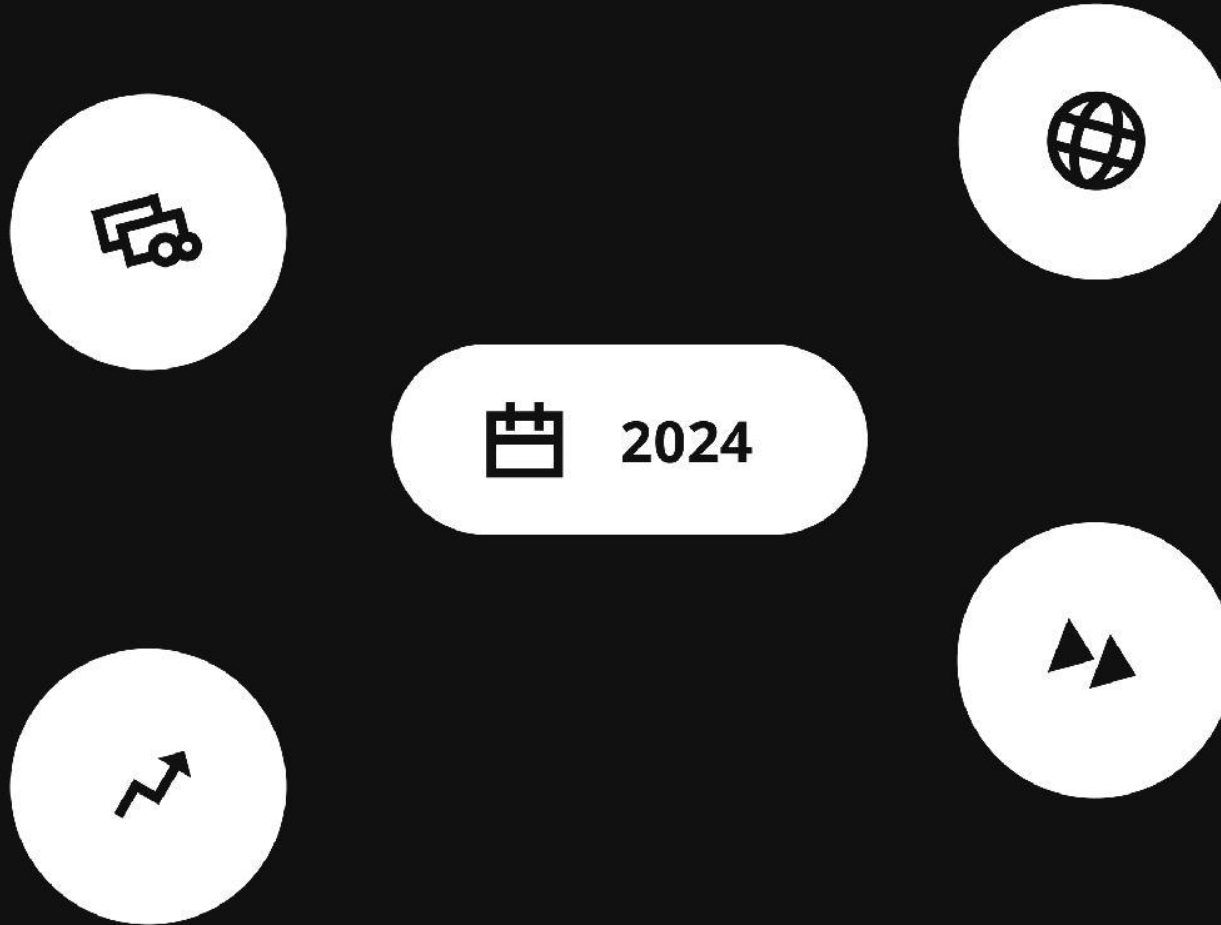


The foundation





2024







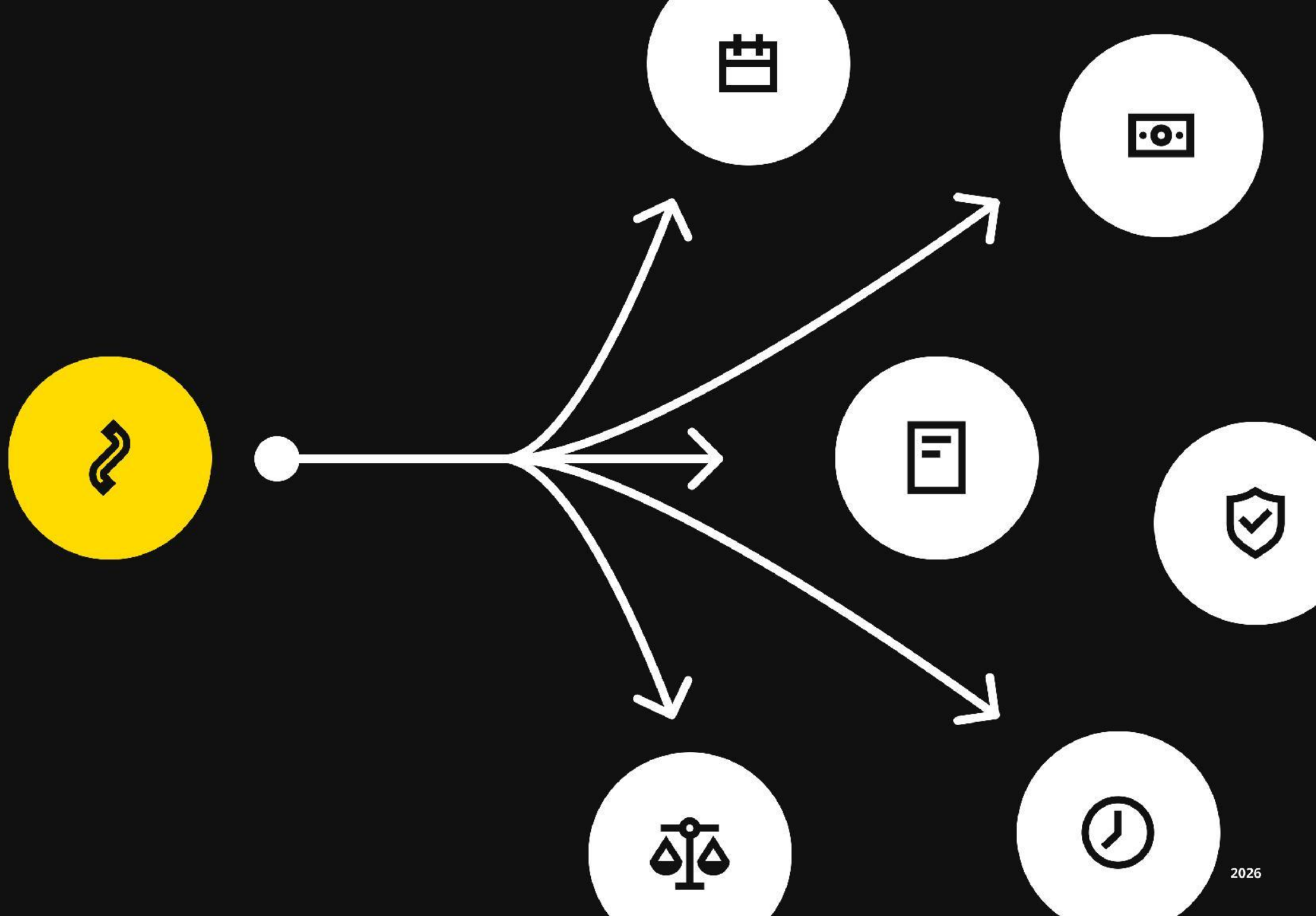
the invisible product

200

million **IKEA Family** members



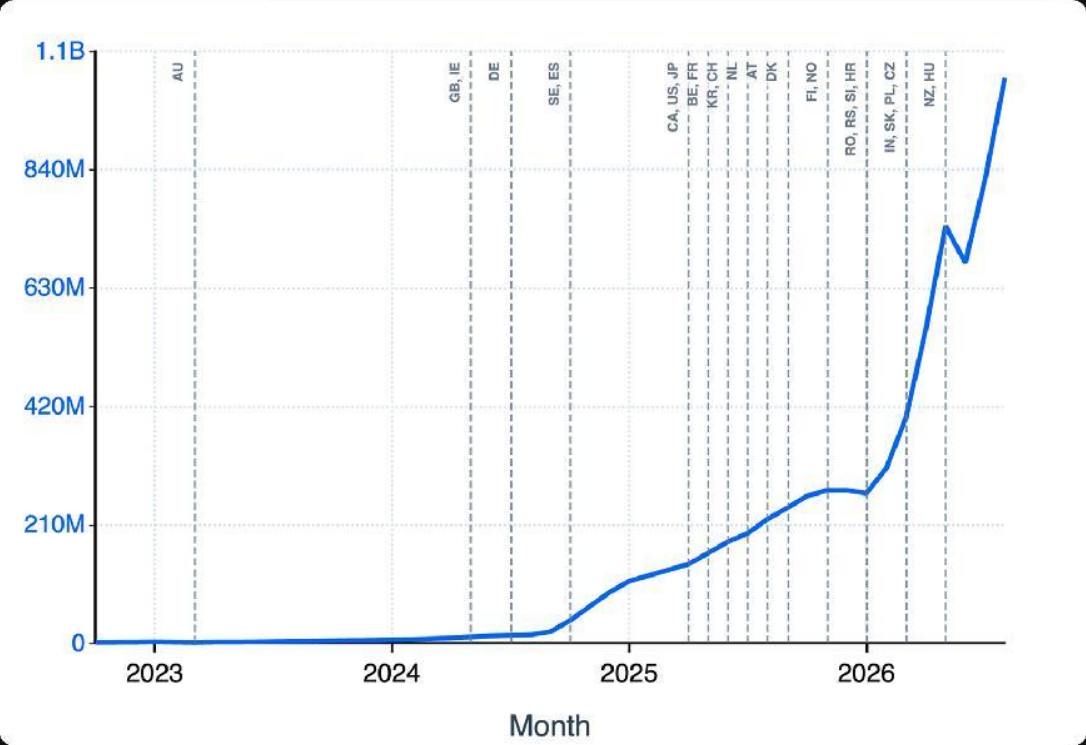
Build for the road
ahead...while the cars
are still on it.



Building a road that
prioritises **trust** over
speed...

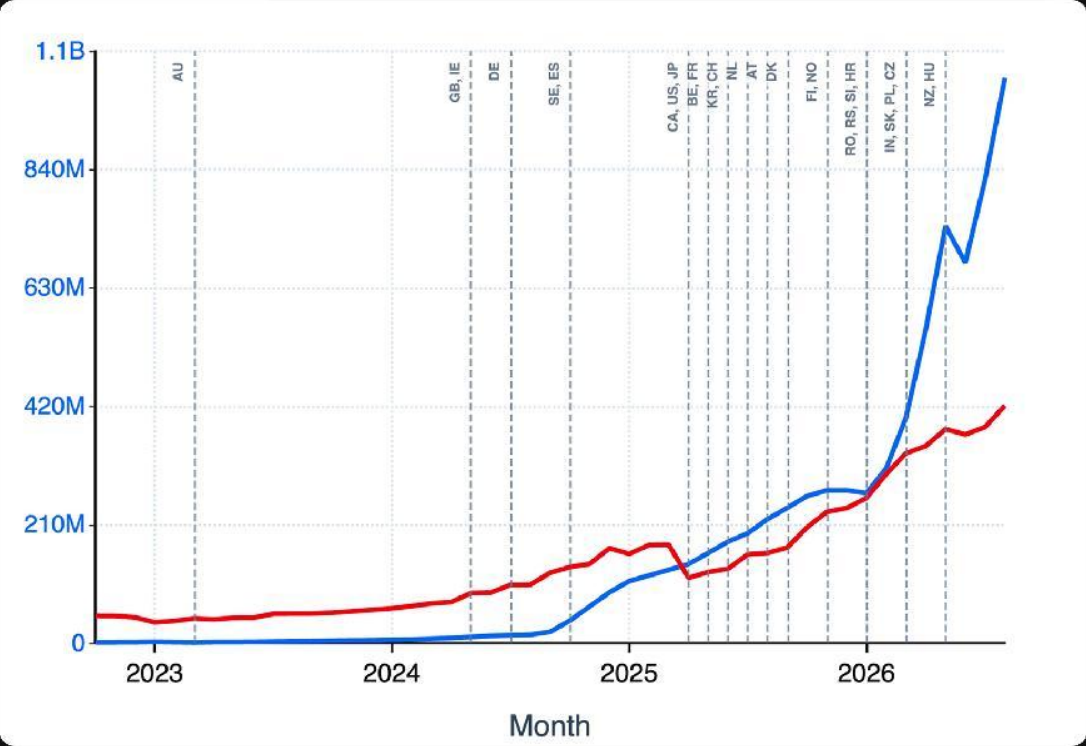
The line that kept me up at night

This is where it all tends to fall apart...



What actually happened?

Nothing...



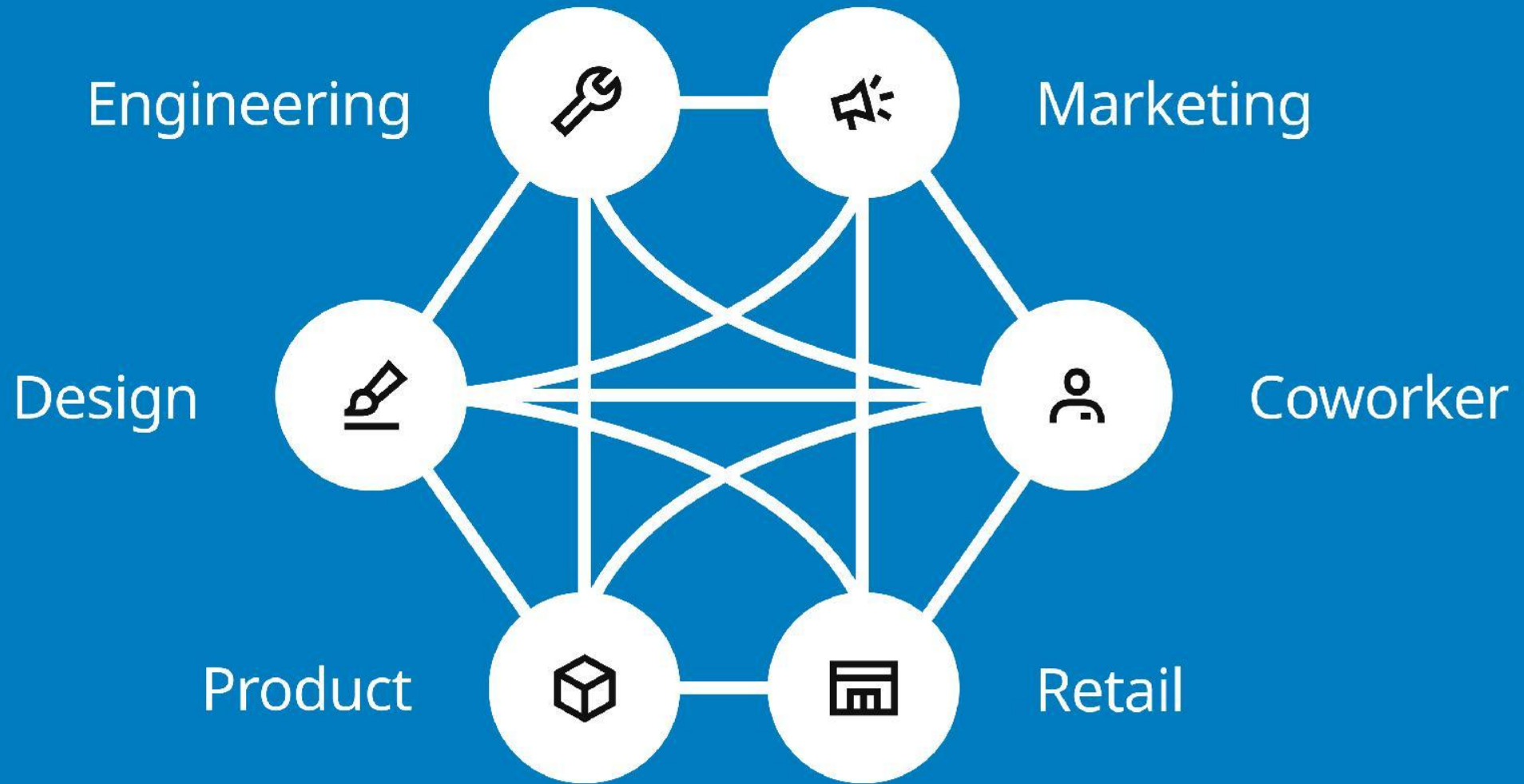
Making growth **affordable**

Enabling the programme to keep scaling rather than price itself out.



**IKEA
Family is
closed**



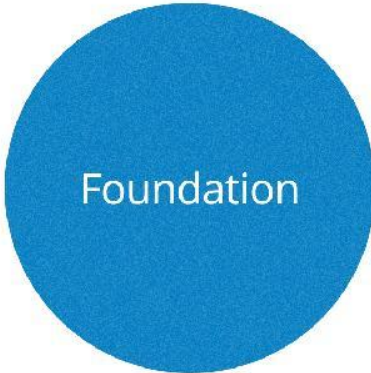


Three things to take home



Collaboration

You're only **as strong as your weakest hand-off**, no matter who builds it



Foundation

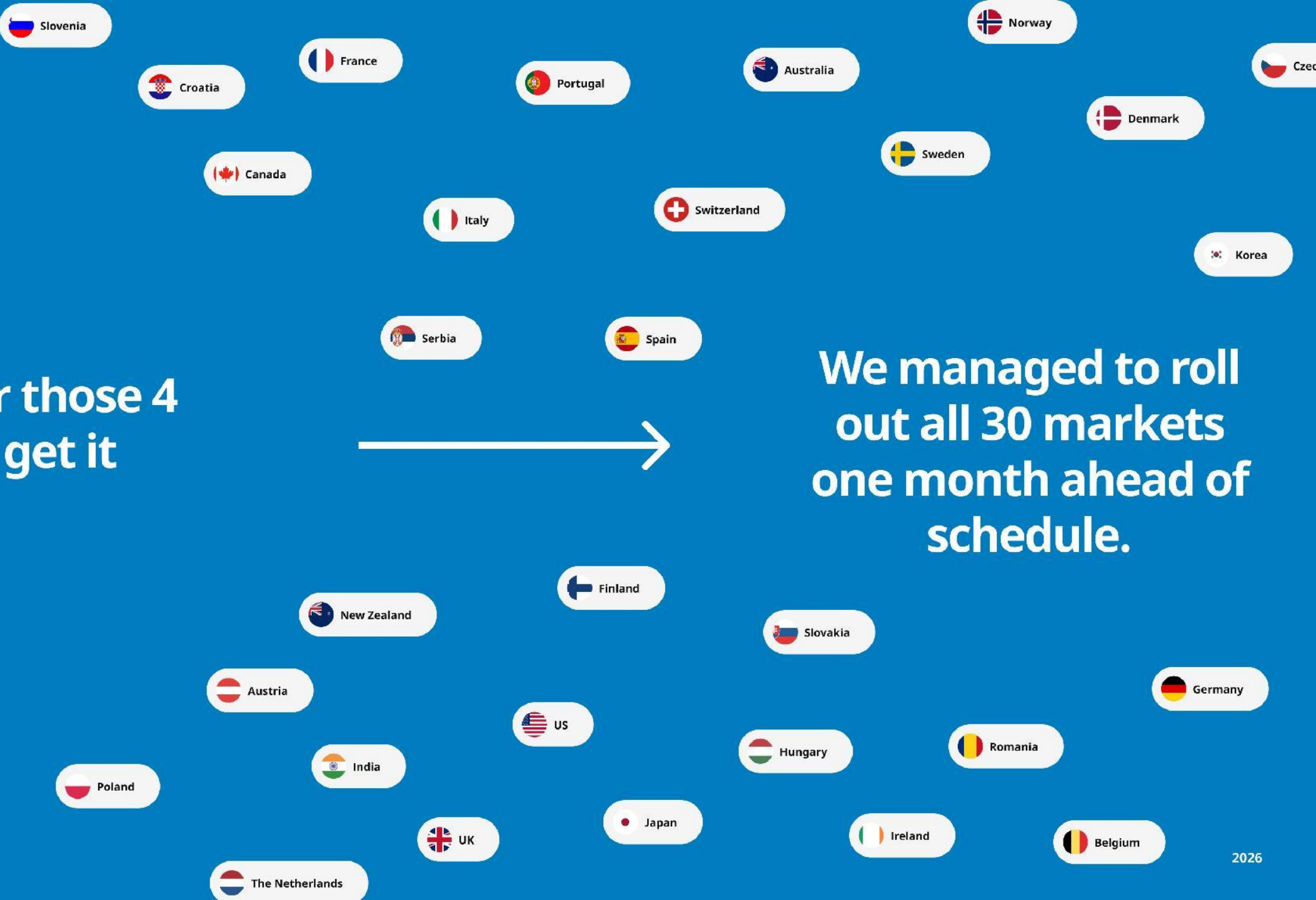
A **shaky foundation costs more** than a slow launch.



Loyalty

loyalty is won a hundred ways... and **lost the moment it doesn't work.**

**Remember those 4
months to get it
done?**



Remember those 4 months to get it done?

We managed to roll out all 30 markets one month ahead of schedule.



Tack!

Questions?

