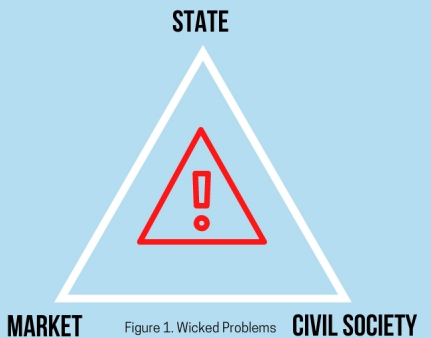




The 2016 Sustainable Development Goals shown represent **wicked problems**: problems that can not be defined nor solved as they are complex, hard to understand and continue to shift. In order to find a solution, all members from all three institutions (figure 1) should take responsibility and collaborate.

WHO IS RESPONSIBLE?



Currently, IKEA is operating at a Level 3 Intervention level, which means it creates positive externalities for society. The company targets latent needs of society, often as a result of the lack of actions made by other institutions regarding Corporate Social Responsibility. IKEA is already striving to reach Level 4 by being proactive with initiatives such as the Buy-back program or furniture refurbishing services. In order to reach the last level, IKEA should continue working on providing innovative solutions in collaboration with the other institutional dimensions (van Tulder, 2021).

SO, WHAT ARE THE ISSUES?

- SDG7:** 759 million people lack access to electricity. three out of four of them live in sub-Saharan Africa (IKEA foundation, 2021).
- SDG11:** Air pollution is responsible for 9% of the death and the risk factor continues to grow. Moreover, the trend of recycling is seen to grow only in European countries where 48% of municipal wastes are recycled (Ritchie, 2017).
- SDG12:** consumption worldwide has increased by 254% between 1970 and 2017 and is projected to soar even higher in the future (Municipal Waste statistics, 2019).
- SDG13:** The concentration of CO2 in 2021 is the highest it has ever been in human history, causing natural disasters worldwide (Conservation, n.d.).

7 AFFORDABLE AND CLEAN ENERGY TARGETS:

(7.1) By 2030, ensure universal access to affordable, reliable and modern energy services
 (7.2) By 2030, increase substantially the share of renewable energy in the global energy mix

HOW CAN IKEA IMPROVE THEIR CURRENT EFFORTS?

- The IKEA foundation is already investing in renewable energy programs, but we think they could even go one step further: get the customers involved (IKEA Foundation, 2021).
- To not make it like any other 'charity donation', every season one specific product or range of products would have an extra euro added to the price. That 1€ of each purchase would go to ensure sub-Saharan have modern renewable energy and therefore we can battle climate change.

11 SUSTAINABLE CITIES AND COMMUNITIES TARGETS:

(11.3) Sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management
 (11.6) Reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management

HOW CAN IKEA IMPROVE THEIR CURRENT EFFORTS?

- Focus on waste management implementing a more integrated circular economy as described in SDG 12. This would greatly reduce waste and pressure on wastes management companies.
- Translate logistics to electric cars would decrease the amount of air pollution in the cities.
- Offer furniture rentals, especially for university students, to reduce the footprint from production and materials.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION TARGETS:

(12.2) Sustainable management and efficient use of natural resources
 (12.5) Reduce waste generation through prevention, reduction, recycling and reuse
 (12.7) Promote public procurement practices that are sustainable

HOW CAN IKEA IMPROVE THEIR CURRENT EFFORTS?

- Incentivize customers to participate in the Buy-back program to close the loop on the circular economy efforts; 46% of customers rather prefer to buy new than used furniture of the same model (DTW, 2021).
- Implement machine learning apps so customers can receive real-time feedback and value of current furniture before sending back the furniture to IKEA and receiving store credit.
- Fuel sustainable transportation by partnering with green delivery companies such as Budbee and Rivian.

13 CLIMATE ACTION TARGETS:

(13.2) Integrate climate change measures into national policies, strategies and planning
 (13.3) Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

HOW CAN IKEA IMPROVE THEIR CURRENT EFFORTS?

- Reduce carbon footprints by ensuring that their products are delivered using electric or low carbon-emission vehicles.
- Implement and strengthen their initiative programs, as a means of also educating the public and gaining greater participation from their customers. The issue doesn't lie in whether IKEA customers are environmentally conscious - because most are - but because they lack participation in such programs (DTW, 2021).

PARTNERSHIPS