

# The future

## PETER KAMPRAD

Age: 48.

**Career:** Three years with the fashion chain H&M. Eight years with IKEA Trading in Sweden, Poland and Thailand. Three years at stores in France. Twelve years in the Belgian Service Office, working mostly with finance and admin. Director on the boards of a dozen or so companies, including the important position of chairman of Ikano.

**Favourite IKEA product:** IKEA 365+ food storage series. "A good product that combines high quality with a low price and that is useful every day. If these containers mean IKEA can help customers to throw away less food, that too has a positive effect on the environment."



## JONAS KAMPRAD

Age: 46.

**Career:** Five years of studies in industrial and furniture design. Six years as a designer for IKEA, including two years in Asia. Six years as furniture manager for Habitat. Nine years as senior range manager, overseeing Inter IKEA Systems' responsibility for the range.

**Favourite IKEA product:** PS VÄLLÖ watering can. "A unique watering can with a brilliant design. Easy to manufacture and stackable, so the price is fantastic, too! A real splash of colour in the range."



## MATHIAS KAMPRAD

Age: 43.

**Career:** Five years with IKEA of Sweden. Nine years with Retail. Four years with the Habitat furnishing chain. Two years as assistant to Ingvar Kamprad. In between all this, various projects within the different corporate groups.

**Favourite IKEA product:** PAX wardrobe series. "A good, sturdy frame with doors that cater for all tastes and interior fittings for every possible need. As a retailer I have always pushed investments in PAX to the limit – and thanks to KOMPLEMENT, these investments have always reaped rich rewards!"



The Kamprad Brothers in an exclusive interview about the future of IKEA:

# "What Dad has achieved is absolutely fantastic"

**A generational change is taking place.**

**As the founder of IKEA, Ingvar Kamprad, now 86, assumes a slightly less active role, his sons Peter, Jonas and Mathias are tasked with continuing the family's legacy – each in their own way.**

**"We exert our influence on the groups through our positions on the boards, not by shouldering the responsibility of CEO," says Peter Kamprad in Readme's exclusive interview with the three brothers.**

**I**n 1943 Ingvar Kamprad founded what is today the world's biggest home furnishing company. It seems inevitable that such success places great expectations on his sons, Peter, Jonas and Mathias, each of whom – in his own way – has chosen to follow in his father's footsteps.

"I feel humbled when I think of the responsibility of making sure that a strong IKEA continues to develop in step with the changing demands of the world around us," says Mathias. "Our main task is to preserve and develop the concept and the IKEA culture, and to make sure we have the best possible leaders in the right place in each of the different corporate groups."

"What Ingvar has achieved is absolutely fantas-

tic. He hasn't just created a company, but three independent groups of companies," says Peter.

He is referring here to:

- The Inter IKEA Group, which owns the brand, the range and the concept.
- INGKA Holding, which is the parent of all companies in the IKEA Group and the largest franchisee with 287 stores last year.
- The Ikano Group, which also operates four IKEA stores (a total of around 40 IKEA stores are operated by franchisees outside the IKEA Group).

**The Kamprad brothers** each sit on the board of one of these groups: Peter chairs Ikano, Jonas is a board member of INGKA Holding, and Mathias is on the board of Inter IKEA.

Such roles mean less control over day-to-day activities but a greater influence over long-term strategies.

"Board work is less about running the company than helping to shape long-term strategies and make sure the right management is in place. It's

the managers who run the company and we have full confidence in the respective group management teams," Jonas explains.

Mathias sees no reason why his and his brothers' assignments as board members should change everyday working life for IKEA co-workers.

"We've already sat on the boards for quite a long time, so co-workers won't notice any difference. We will continue to keep an ear to the ground and to learn from real life, so we can do the best possible job and one that is in tune with current realities," he says.

**Mathias will focus** on the franchise concept in his role at Inter IKEA.

"My years as country manager taught me how strong the IKEA concept can be when it's properly implemented and controlled. I'll continue to show an interest in the needs, potential and performance of our franchisees, and in how we can constantly become better," he says.

Much of Jonas's work has focused on range is-

"We've already been board members for quite a long time, so co-workers won't notice any difference."



sues and the cornerstones of design, production and purchasing.

"These experiences have been a big help in my role on the board of INGKA Holding. Developing products on the factory floor to ensure the best price, form, function and quality is where we really excel," he says.

After years of experience in purchasing and retail, Peter now works mostly with financial and administrative issues. He explains how he and his brothers share the responsibility of protecting the IKEA concept and values.

"Allocating responsibility is a key step in every generational shift. We three brothers differ in personality and experience, but we complement one another very well."

**IKEA faces many challenges** according to Jonas – some internal, others from outside.

"For me, the most important focus within IKEA will always be our strong corporate culture and our concept. Our unique, humane culture must always be protected and developed," he says.

"One of the external challenges is to be the leader in life at home. That means understanding customer needs at all times. Another is to understand the circumstances under which our suppliers work. And to continue to take the lead in social and envi-

ronmental issues. We must step up our efforts to reduce our own environmental footprint and offer a range that helps our customers to reduce their impact at home."

Mathias also sees challenges ahead for the IKEA concept.

"Putting the concept into action and controlling it are just as important as developing it," he says. "By the same token, to truly succeed as a franchiser, it's as essential to take care of existing stores as it is to build new ones."

**In terms of social responsibility** Jonas believes IKEA is better than many other companies. IKEA makes sure that all co-workers are treated with dignity and respect.

"But that's not all. The stores and all their passionately devoted co-workers do a huge amount to support local good causes," Jonas says, adding that the IKEA Foundation also invested 65 million euros

last year to improve the lives of children in developing countries.

Peter is keen to add that Ikano and Inter IKEA help fund the Kamprad Family Foundation, which will also be donating to good causes.

Between them the Kamprad brothers have many years' experience of different aspects of IKEA and Inter IKEA. So why are they relatively unknown, both within and outside IKEA?

"Ours has been a long journey," Peter says. "The people we've worked with know us. We're better known in some parts of the organisation than in others. But our ambition has never been to have operational roles. The different corporate groups aren't about us, but about the companies around which they're built and all the co-workers. We influence these groups through our roles on the boards."

**Anders Lundblad**

---

**"Our ambition has never been to have operational roles. It's not about us, but about the groups of companies and all the co-workers."**

---