



Corporate Communication on Sustainability: The Case of IKEA Breda



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Julia van der Staak

2000383

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Department of Culture Studies

School of Humanities and Digital Sciences

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Thesis Supervisor: Piia Varis

Second reader: Ad Backus

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Abstract

The multinational company IKEA, which was founded in Sweden and specializes in ready-to-assemble furniture, is one of the biggest retail companies in the world. Amongst others, their stated goal is to make sustainable living easy and the most natural choice for their customers. For IKEA to achieve this goal, communicating about their sustainability policy and sustainable products is crucial in getting their message across. This study has therefore focused specifically on examining how IKEA communicates about its sustainability policy and sustainable products to their everyday customer, and how successful this communication is. The IKEA Breda store in the Netherlands has been used as a case study. By conducting a survey on how the customer experienced the communication in the IKEA Breda store and by performing a multimodal analysis of their website and those of other stores with successful sustainable policies, namely HEMA and Albert Heijn (both Dutch retail companies), recommendations have been made on how to better address customers with regard to sustainability.

1. Introduction – IKEA and Sustainability Today

“For years sustainability was seen as some leftist hobby and no serious attention was paid to it by the Dutch people. Today it is still not one of the most popular topics, but when wrapped in accessible forms with terms like ‘green’ and ‘building the future’, themes like energy saving, food-waste, and employment conditions permeate to mass media and events. Sustainability has become a legitimate topic of conversation” (Reinhoudt & Teuns, 2017, p.23, my translation).

During the past decade, corporate social responsibility (CSR), which means taking into account the effects of operational management on people, the environment and society within a company (Dutch Business Government, n.d.), has gained increasing attention within the business community and growing numbers of companies look to emphasise their commitment to environmental, social and economic goals (Jones, Comfort, & Hillier, 2007, p.17). It seems unavoidable that major retailers want to integrate their CSR activities into their marketing strategies and messages.

CSR themes in stores might have an important role to play in helping to strengthen the perception of fairness of a brand and its image. Brand images consist of sets of beliefs held by customers about specific retailers, and the explicit use of CSR messages within stores could encourage customers to feel that the retailer is committed to actions and values with which they themselves wish to be associated. Retailers who seek to emphasise their approach to such issues at the point of sale may be able to enhance their image in the eyes of both loyal and less frequent customers. Even if shoppers do not always make their purchase choices accordingly, the fact that the retailer has advertised its commitment to CSR issues could help to enhance their self-image. Similarly, retailers may believe that CSR messages within stores could enhance the fairness of their brand and its value by the association in the eyes of their customers with positive environmental, economic and social commitments and achievements. (Jones et al., 2007, p.27)

Many entrepreneurs and businesses believe their main aim should be to earn money, rather than cutting on the costs (Reinhoudt & Teuns, 2017, p.27). To many businesses it is already a problem to consequently cut down on the yearly use of energy, or reducing the amount of waste. However, there are some companies adopting the attitude that *“Every cloud has a silver lining”*. Businesses are aware of the fact that by solely consuming rather than thinking in sustainable terms, businesses will end up in downwards spirals whereas small adjustments can open up the way for new opportunities. (Ibid., 2017, p.27)

IKEA, the multinational company founded in Sweden that designs and sells among other products ready-to-assemble furniture, home accessories and kitchen appliances, is one of those businesses with an expressed *“every cloud has a silver lining”* attitude towards sustainability. Operating in the retail sector, IKEA has been the world’s largest furniture retailer since at least 2008. In 2018, the IKEA retail business generated 38.8 billion Euros in sales. IKEA had in the same year 208,000 employees worldwide. According to IKEA’s sustainability communication manager, sustainable living has to be easy, and the most natural choice for the customer (IKEA, n.d. -A). In the words of the sustainability communication manager:

“Everybody has a role to play in creating a sustainable reality. For us, it starts with some big – and even small – changes. This includes designing smarter products using renewable or recycled materials, offering healthier and more sustainable food choices, and easier and more affordable ways for people to reduce their waste, use less and cleaner energy and water at home.

We’re transforming the entire way of working within the IKEA value chain from a linear to a circular business. This means designing all products from the beginning to be repurposed, repaired, reused, resold and recycled, generating as little waste as possible. But going circular will mean working beyond our own business – with suppliers, governments, customers, and more – to make it happen.

We’re optimistic about the future. Through collaboration, curiosity and an entrepreneurial spirit, we know amazing things are possible!” (Pettersson-Beckeman, 2018).

IKEA is also focusing on using sustainable materials in their products and have made several ambitious commitments. Among others, they want single-use plastic products to be phased out completely from all IKEA stores worldwide by 2020. This includes straws, plates, freezer bags, and more. By 2030, IKEA is committed to only using renewable and recycled materials and to reduce the total IKEA climate footprint by an average of 70% per product. They want to offer services that make it easier for people to bring home, care for and pass on products. They want to achieve zero emissions home deliveries by 2025, and expand their offer of affordable home solar solutions to 29 IKEA markets¹ by the same year. (IKEA, n.d., -B)

As regards the local Dutch case study discussed in this thesis, IKEA the Netherlands today derives 100% of the cotton and 76% of the wood they use from sustainable sources. Vegetarian versions have been made of their famous hotdogs and meatballs. They have contracts with companies that sell solar panels and promote these in their stores to their customers, as well as numerous waste systems to help customers separate their garbage. In addition, they sell rechargeable batteries, induction stoves, and have already sold over 85 million environmentally friendly LED-lamps. (IKEA, n.d. – C)

With the amount of effort that is made when it comes to selling sustainable products, but also to be a sustainable multinational company, how IKEA advertises in this regard is of importance. Not only on a global scale, but also in terms of how they reach local people and motivate them to adopt a sustainable lifestyle, which IKEA has also expressed as one of its goals. This study will take a close small-scale look at one single IKEA store in particular, the IKEA store in Breda, in the Netherlands, to study how IKEA communicates its message about sustainability to everyday customers, and whether this inspires them to adopt a sustainable lifestyle and to purchase environmentally friendly products. Therefore, the research question this thesis aims to answer is: ‘How successful is IKEA Breda in communicating about its sustainability policy and their sustainable products?’

¹ This goal applies to the biggest IKEA franchisee, INGKA Holding B.V., with 363 stores in 29 markets.

2. Theoretical Framework

In order to answer the research question, the research has been divided into an offline and an online part. To answer how successful IKEA Breda is in communicating about their sustainability policy and their sustainable products offline, customers have been asked to respond to a survey. To be able to answer how effectively IKEA and IKEA Breda communicate online, a multimodal analysis of their websites has been conducted. Due to this two-fold research the theoretical framework will consist of literature regarding both parts of the research, namely of literature regarding the communication of sustainability policies within companies, and literature regarding the multimodal theory of communication.

2.1 Studies on Sustainability Policies

Previous studies have indicated how companies should best communicate about their sustainability policy. The findings of these studies are summarized below.

2.1.1 Corporate Communication on Sustainability

Global companies are increasingly sensitive to the sustainability agenda, which includes a wide spectrum of issues ranging from 'green' manufacturing to social justice concerns impacting the larger community (Friedman, 2009; Nidumolu, Prahalad, & Rangaswami, 2009; van Marrewijk & Werre, 2003, Reilly & Hynan, 2014, p.747). In the study by Reilly & Hynan (2014), consumer product firms were compared and categorized by outside ratings agencies as Green and Not Green to examine their sustainability corporate communication and their social media usage. Multiple ways of collecting data were used, including annual reports, corporate sustainability reports, company websites, and social media platforms. The sample included 16 large, publicly traded corporations from four consumer product industries: retail; technology equipment; food, beverage, and tobacco; and consumer goods. These firms were selected based on their rankings in the global companies sector of Newsweek's Green Rankings for 2012 —the result of a peer-reviewed research process which included both quantitative and qualitative data from environmental research organizations. (Yarett, 2012, Reilly & Hynan, 2014, p.750)

They developed a matched set of companies with two high-ranked (Green) organizations and two low-ranked (Not Green) organizations based on Newsweek's scores from each of four industries, yielding two subsamples of eight firms. To maximize variance, they selected firms not only from different industries but also from different home nations. Eight of the companies were headquartered in the United States; the other eight were from the United Kingdom (two), Belgium, Finland, Japan, Korea, the Netherlands, and Mexico. The firms ranged in size from 38,000 employees to 350,000 employees, and fiscal 2011 annual revenues varied from \$9.5 billion to \$59 billion. While each organization produces and sells a wide spectrum of products, the firms are comparable in that each has a consumer product focus. (Reilly & Hynan, 2014, p.750)

Their study compared a matched sample of eight Green and eight Not Green companies, focusing on their sustainability communication and social media usage. Results provided support for their research propositions: compared to Not Green companies, Green companies were more likely to discuss sustainability in their corporate communication and were measurably more active on any two social media platforms. Based on this research, Reilly and Hynan (2014) provided suggestions for companies that wish to enhance their effectiveness in responding to important developments in the field of sustainability (Ibid., p.754). These recommendations were the following (Ibid., p.755-757):

1. Benchmark the different industries

Examining the corporate social responsibility elements highlighted in one's competitors' reports may provide guidance about which elements are considered priorities among similar firms.

2. Report concrete outcomes, not vague buzzwords

Companies should not make themselves look greener than they actually are (i.e. avoid 'greenwashing') and use specific details as much as possible when reporting their achievements in the sustainability domain. The customer is more compelled by definite numbers than when specialist terms are used to bring a message across.

3. Avoid greenwashing

In corporate communication there is the potential of greenwashing: a positive spin often evident in the company-produced documents. This can for example be done by renaming a required procedure as green and this may actually lower instead of elevate a firm's sustainability image.

4. Be aware of reputational risk

Due to today's instantaneous global transmittal of digital information, company missteps are shared widely and quickly. Therefore, corporations should explicitly state whether a particular social media outlet is their official account and have a shared protocol for quickly handling negative online comments.

5. Consider internal stakeholders in the sustainability message

Embedding sustainability within corporate culture is critical to institutionalizing it. Employees might be more concerned with the company performance than outside stakeholders, and in-house initiatives such as e.g. recycling might ignite change.

6. Use social media best practices

Companies should employ good social media etiquette. That is, they should consider whether the chosen social media platforms are appropriate for the message of the firm and whether the message is consistent on all media and outlets. They should also be sure to share new and current content on the social media platforms and to answer customer questions quickly.

7. Stay current with corporate communication shifts

The rapid changes in social media platforms requires careful attention to newer entries and trends to follow. But for example also the way in which communication takes place keeps changing - some social media experts say that communicating through image and video rather than text-based content is popular. These are all developments that companies should stay on top of since the communication is a window into an organization's culture and it reflects what is valued by the firm.

2.1.2 Monitor Sustainability by ABN AMRO

Also the Dutch Bank ABN AMRO did research in 2019 amongst thousands of Dutch people regarding their perspective on sustainability. This report indicated that Dutch people value sustainability, but it is the way in which to contribute which they find to be the most difficult. Two out of three Dutch people find climate change to be concerning, and 80% believes we should live a more sustainable life in order to protect the planet for generations to come. Despite of this awareness, people remain reluctant when it comes to opting for sustainable alternatives when these cost money. Therefore relatively small steps are taken when it comes to adopting sustainable options and habits in daily life. (Couzy, 2019)

Dutch people already do relatively much with regard to sustainability. They often turn the heater down and separate their garbage. However, the larger changes aren't fully embraced yet. Solar panels are used by only a small amount of people, electronic devices are hardly ever shared instead of being bought, and public transportation and carpooling are also used less often. (Couzy, 2019).

Therefore, ABN AMRO came with six recommendations for trade and industry companies to change the perception of sustainability positively for customers (ABN AMRO, 2019, p.9-14). Namely;

1. Avoid moralism, but set an example.

Most people know that flying is bad for the environment yet they still choose to travel by plane. Rather than by pointing out the fact that flying is not beneficial for climate change, examples should be given on how to reduce CO2 emissions by e.g. travelling to France rather than the Caribbean, as most people are not truly altruistically motivated to change.

2. Be conscious of the fact that consumers will not buy a product solely because it is sustainable. Other factors are of importance when wanting to buy a product than merely if it is sustainable – such as price, fun, health and image. It is these factors combined with sustainability which makes them appealing.

3. Use the force of the herd.

Sometimes people need a nudge in order to do what is right – to 'follow the herd'. Pressure or rewards from their direct social environment are meaningful tools to influence behaviour.

4. Look at successful business models, copy wherever possible.

Looking at other successful business models is always a good idea. Take for example Spotify, a product no one thinks of as sustainable – but which is indeed very much sustainable as no cd and cd covers have to be produced anymore. Entrepreneurs can in this way experiment with new, comparable revenue models.

5. Consider radical transparency.

Showing customers the 'ugly truth' behind business operations can win the trust of the customers. By showing them what is really going on they will appreciate the honesty.

6. See sustainability as a 'hygiene factor'.

Sustainability will inevitably become of more importance and businesses should start adopting it in their everyday policies as soon as possible.

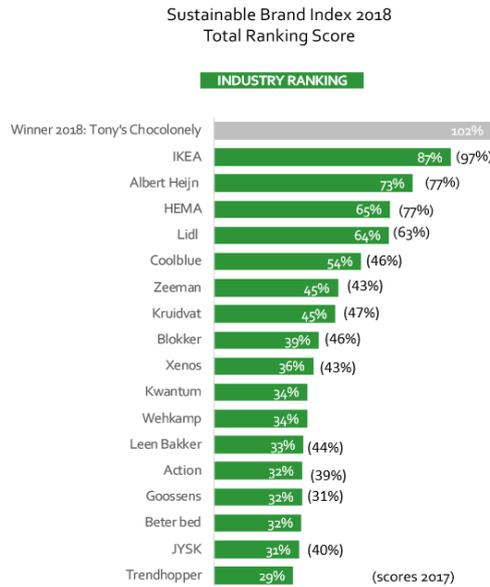
2.1.3 The Sustainable Brand Index™ IKEA 2018

Similar to the ABN AMRO Monitor Sustainability report, the Sustainable Brand Index has done research for IKEA on how they can communicate effectively about their sustainability policy and products of which the outcome was the Sustainable Brand Index™IKEA 2018 report. As will become clear in future chapters, this report also forms the basis for the research conducted for this thesis. The study started in 2011 and is carried out annually in Sweden, Norway, Denmark, Finland and The Netherlands. It is based on over 45.000 consumer interviews in which more than 1000 brands are evaluated. The study takes its starting point in the world surrounding companies, consumers and brands. By doing this, the answer is found to how a brand is perceived and why, and what the business can do to strengthen their image. In addition, it gives strategic recommendations for the road ahead. (Strategy Report IKEA, 2018, slide 2). The basis of this report is formed by the FN Global Compact's 10 principles about environmental and social responsibility. It was complemented with a so-called external definition that focuses on consumers' perception of sustainability, meaning their expectations and demands on companies today (Ibid., slide 2).

In the Sustainable Brand Index™, 153 of the foremost brands on the Dutch market were ranked based on how sustainable consumers perceive them to be. In total, 5000 consumers have been interviewed in the Netherlands and every brand has been randomly assessed by at least 1000 people. The target group is the general population between 16-70 years in the Netherlands. (Strategy Report IKEA, 2018, slide 5).

Figure 1 has been included to give a brief depiction of where IKEA The Netherlands stands in the Official Industry Ranking. This is based on the share of people who perceive that a company's sustainability responsibility (environmental responsibility and social responsibility) is good (4) or very good (5) on a scale from 1-5, and Don't know.

THE RANKING - SUSTAINABLE BRAND INDEX™ 2018
OFFICIAL RANKING SCORE



COMMENT:

This year IKEA's score is 10% lower compared to last year. The impact of the IKEA communication campaign has positively influenced IKEA's 2017 score. This campaign was not used in 2018, so the scores are lower.

When we look at the benchmarks, we can see that most of the brand scores are lower in 2018 vs. 2017. The overall awareness around sustainability in the Netherlands has stayed around the same level. However, due to the political and market trends explained in the earlier chapters, sustainability as a hot topic has been overshadowed by other things. Also, consumers start to have higher demands around sustainability and expect a higher performance of brands and organizations.

ABOUT THE RANKING

The ranking in Sustainable Brand Index™ is based on the share of people who perceive that a company's sustainability responsibility (environmental responsibility and social responsibility) is good (4) or very good (5) on a scale from 1-5 + Don't know.

Maximum score is 200%. A company that have 200% is – according to consumers – very good on both environmental responsibility and social responsibility, i.e. 100% have answered 4 or 5.

Definition environmental responsibility and social responsibility: The 10 principles of UN Global Compact

Base: The respondents who are familiar with the brand. Every brand is assessed by at least 1000 respondents.

Figure 1: The Results of Ranking – Sustainable Brand Index™

The recommendations from this report are summarized in Chapter 4, where they become relevant as the basis for the survey conducted for this thesis.

2.2 Multimodality

As mentioned earlier, apart from the survey among IKEA's customers mentioned in the previous section, IKEA's sustainability communication and its effectiveness is also studied here from an online perspective through an examination of selected websites. In order to be able to analyse how IKEA, and specifically IKEA Breda, communicates about their sustainability policy on their webpage, a multimodal analysis will be performed. To be able to perform this analysis, some literature regarding the multimodal theory of communication will follow in order to gain background knowledge on this subject.

Kress and van Leeuwen's (2001) influential book on multimodal discourse and social semiotics describes communication practices in terms of the textual, aural, linguistic, spatial, and visual resources - or modes - used to compose messages. Kress and van Leeuwen argue that recently the dominance of monomodality, meaning the preference to present genres without illustration but instead with dense pages of print, has begun to reverse (Kress & van Leeuwen, 2001, p.1). Society has also moved away from the idea that the different modes in multimodal texts have strictly bounded and framed specialist tasks, as in a film where images may provide the action, sync sounds a sense of realism, music a layer of emotion, and so on, with the editing process supplying the 'integration code', the means for synchronising the elements through a common rhythm (Van Leeuwen, 1985 in Kress & Van Leeuwen, 2001, p.2).

Kress and van Leeuwen argue that in our age of digitisation, the different modes have technically become the same at some level of representation, and they can be operated by one multi-skilled person, using one interface, one mode of physical manipulation, so that he or she can ask, at every

point: 'Shall I express this with sound or music?', 'Shall I say this visually or verbally?', and so on. (Kress & Van Leeuwen, 2001, p.2). Multimodal texts should also be seen as making meaning in multiple articulations (Ibid., p.4). Kress and van Leeuwen sketch four domains of practice in which meanings are made. They call these *strata* to show a relation to Hallidayan functional linguistics, for reasons of the compatibility of description of different modes. These strata are *discourse*, *design*, *production* and *distribution* (Ibid., p.4).

Discourse refers to socially constructed knowledge of reality. This means that it has been developed in specific social contexts and in ways which are appropriate to the interests of social actors in these contexts. (Kress & Van Leeuwen, 2001, p.4-5).

Design stands midway between content and expression. It is the conceptual side of expression, and the expression side of conception. Designs are (uses of) semiotic resources, in all semiotic modes and combinations of semiotic modes. They are means to realise discourses in the context of a given communication situation, but they also add something new: they realise the communication situation which changes socially constructed knowledge into social (inter-) action. Designs may either follow well-trodden paths of habit, convention, tradition, or prescription, or be innovative and ground-breaking, just as discourses may either express common sense, or be innovative and perhaps even subversive. But design is still separate from the actual material production of the semiotic product or the actual material articulation of the semiotic event. The same design might be realised in different media. (Kress & Van Leeuwen, 2001, p.5-6)

Production refers to the organisation of the expression, to the actual material articulation of the semiotic event or the actual material production of the semiotic artefact. It is the medium of execution. (Kress & Van Leeuwen, 2001, p.6)

Distribution tends not to be seen as semiotic, as not adding any meaning, but as merely facilitating the pragmatic functions of preservation and distribution. As times move on, distribution media may, in part or in whole, turn into production media. (Van Leeuwen, 1999, in Kress & Van Leeuwen 2001, p.7-8)

However, we should also not only look at multimodal communication from the point of view of the producers, as communication also depends on some 'interpretive community'. These are interpreters who need to supply semiotic knowledge at all four of the levels as distinguished by Kress and van Leeuwen (Ibid., p.8).

Thus it is in the four *strata* (discourse, design, production and distribution) in which meaning is made by both those trying to convey a message and the audience which needs to interpret it. In our current age, monomodality is disappearing as many opt to communicate with more than just text. These multimodal ways of communicating are no longer strictly divided into specific tasks, as one person can be multi-skilled and perform them altogether. This fluidity is new for the time we live in and it gives the creator a freedom in choosing how something might be communicated to the target audience in the best manner – perhaps through video, pictures, text or a combination. This freedom leads to a great variety of potential communication strategies. While this section focused on the theoretical foundations of the multimodal approach, in a later section (Chapter 5) we will see in practice and in detail, based on a multimodal analysis, how different companies choose to communicate about their sustainability policy online.

Methodology

In order to answer the research question, the research has been divided into an offline and an online part. To answer how successful IKEA Breda is in communicating about their sustainability policy and their sustainable products offline, a survey has been conducted among IKEA Breda customers. This survey can be found in the appendix. The main question addressed by the survey is: what is IKEA Breda doing with regard to communicating about sustainability, and how does this compare to what they should be doing according to their own sustainability policy? The answer to the question regarding what they should be doing can be reached by comparing the outcome of the survey to the Sustainable Brand Index™ IKEA report, which has given IKEA clear and structured feedback with respect to what they need to focus on when communicating about their sustainability policy and products.

All the questions in the survey were based on the recommendations made for IKEA in the Sustainable Brand Index™ IKEA report, except for one which asked whether the customers want to see the colour green attached to sustainable products and information on sustainability in the store. This question is based on the fact that other IKEA stores (such as for example the Hengelo IKEA store) specifically use the colour green when communicating about sustainability. The survey also included a part about the IKEA website (section 2). This part is also not based on the Sustainable Brand Index™ IKEA report, but is added because of the extra insight it may give to whether and how the customer uses the IKEA website. This adds another dimension to the multimodal analysis which forms the other main part of this thesis.

The survey includes questions in which respondents are to e.g. rank quality of products from high to low, or rank sustainable processes from best to worst. Therefore, the survey has been made according to the Likert Scale. This scale uses five or seven levels and can be used for nominal-, ordinal-, interval-, and ratio data (Allen & Seaman, 2007). As more than 20 questions are included in the survey, only five answer options are given to keep it orderly and clear for the participant.

The survey was made and conducted in the IKEA Breda store in April. To be sure of the fact that the customer had passed the sustainability shop², the surveys were conducted in the department which comes right after it. Customers were approached and asked whether they wanted to fill out a survey regarding the communication on sustainability in the IKEA Breda store. This is how 52 respondents were reached.

In order to answer the research question with regard to the online part, i.e. how successfully IKEA communicates about their sustainability policy and products online, a multimodal analysis of selected websites was conducted. This included comparing the IKEA Netherlands and IKEA Breda website, to the website of the companies Albert Heijn and HEMA. These companies were not chosen randomly, but based on data from the Sustainable Index™ IKEA report which was also used for the offline part of this thesis. Results from this report showed that IKEA was closely followed up by Albert Heijn and HEMA in the industry ranking, which makes them interesting competitors to look further into with regard to how they communicate about their sustainability policy. Due to the limited scope of this

² The sustainability shop is a section in the IKEA Breda store which exemplifies sustainable products and tells the customer the story behind these items. It can be seen as a small exposition on sustainability.

thesis, and the fact that both an offline and online analysis will be made, the homepages of the abovementioned companies will only be briefly analysed to see how they present the hyperlink to their sustainability page. The purpose of this is to see how central and easily locatable sustainability information is on the homepages of the respective websites. The main emphasis in the analysis will be on the analysis of the actual part of each webpage that concerns itself with sustainability.

The multimodal analysis will be performed according to the social semiotic framework for the analysis of interactive sites and signs based on Kress and van Leeuwen's approach, and as specifically outlined by Adami (2013). In this framework, Halliday's three different functions of language are incorporated. These are (1) the Ideational function – saying something about the world, (2) the Interpersonal function – saying something about those involved in the communicative event, and (3) the Textual function, to say something about the text itself. These three metafunctions can be used analytically to describe three different and intertwined layers of meaning of any instance of language in use (Ibid., p.7).

This framework has as its basis the syntagmatic (spatial dimension) and paradigmatic (options) dimension. The Ideational function of an interactive sign corresponds to what the interactive sign/sites is and does; the Interpersonal function corresponds to the relations/identities projected by the sign/sites about the author and the use of the text, while the Textual function corresponds to how the other two are presented within text (Adami, 2013, p.7). In addition, the Interactive value has been added to the framework with the intention of complementing the practices of text analysis of webpages. The meaning of each of these functions will be further explained in the analysis below (Chapter 5).

4. Survey on the Communication of Sustainability

As mentioned in the theoretical framework, IKEA has done research regarding how their brand is perceived when it comes to sustainability. At the end of this report recommendations have been made for the company to follow if they wish to improve the way they communicate about their sustainable products and policy. Therefore, for the offline part of this thesis, surveys have been conducted in order to gain insight into whether what IKEA should be communicating to their customers (based on the recommendations) is actually done and how the execution of their sustainability policy is perceived by the customers of the IKEA Breda store. First, the recommendations from the Sustainable Index™ IKEA 2018 report will be explained after which the outcome of the survey will be discussed accordingly.

4.1 Recommendations from the Sustainable Brand Index™ IKEA 2018 report

This section is solely based on the recommendations from the Sustainable Brand Index™ IKEA 2018 report which was mentioned in the theoretical framework. At the end of the report recommendations have been made for IKEA in particular. Therefore only the slides on which this information can be found will be used in the text.

First, it is advised to reflect on all operations that control all parts of the business, even if they or some of them might be thought of as unimportant. When having identified possible uncertainties and irregularities, these should be discussed within the company. The thought behind this is that publishing what has happened and what will be done about it, will also give the company control over the dialogue and the strengthening of the brand. Daring to communicate on mistakes can become the company's strongest form of communication, since people crave genuine communication today. Yet, only assessing internally is not enough; instead all stakeholders need to be involved. IKEA will gain a larger understanding and a more positive response by engaging stakeholders and consumers in co-creation. (slide 85)

IKEA also needs to challenge itself in the light of a new level of transparency. This includes making sure that there is a total evaluation of what is lacking in the company's operations with regard to sustainable processes and what needs to change in the future. The best thing IKEA can do is try to own the dialogue and open up to the fact that the company has its flaws. Also, daring to communicate with the 'internet trolls', those dedicated to sustainability and the environmental activists, will help involve them in the future development of the company's sustainability work, and work towards a mutual destination/goal (slide 85). Transparency is not only needed regarding the internal operations within the business, but it is needed in the entire value chain (slide 88). A lack of transparency is leading to distrust among consumers. Media attention also explodes when hidden or negative issues float to the surface. Based on the data the report concludes that labour conditions in production countries is a vital issue for IKEA (globally). Unfair labour conditions is one of the most negative associations with IKEA's supply chain from a consumer perspective. It is recommended that IKEA tries to come out on top of this. The report encourages IKEA to talk more openly about the work in the supply chain and especially with a focus on labour conditions. Outside of IKEA's own customer base, a more negative gut feeling prevails in customers with regard to IKEA's sustainability image. This stems from a lack of transparency and information. The report recommends to make a total evaluation of what is lacking and what is needed to change in the future. (slide 88)

In terms of future direction, it is recommended that IKEA needs to keep focusing on a Circular Economy. This does not only apply to waste, recycling or production, but to the entire life cycle of both the products and the company. Having the competence on circular economy may mean that IKEA needs to train staff or hire new people. This is the area of transformation in which IKEA has the biggest chance to take the lead, both when it comes to business development and communication strategies. From circular services, to the use of materials and the overall value chain, circularity needs to be integrated in the form of new business models that offer alternatives when it comes to buying, repairing, renting, sharing and so on. Overall, talking about consumption in the light of today's and tomorrow's world is presented as important. In addition, packaging remains extremely relevant, and increasing the focus on reducing plastics and excessive packaging is recommended. (slide 87)

Transportation of products over large distances is what customers often associate with IKEA's environmental footprint. Being able to make the footprint of transportation smaller will be a more long-term but important focus area for IKEA. IKEA should be early with communicating more about its work with transportation in innovative ways. The communication should include both existing and upcoming solutions. (slide 88)

IKEA also needs to evaluate whether actions contribute to its development on a national and international level, or to polarization of the market. It is also pointed out that it is important to choose who the company wants to communicate with. Alliances with both competitors and companies in other industries with regards to sustainability is also of importance. If IKEA can take initiative in this it is very positive from a brand perspective. (slide 85)

For the consumers that actively look for sustainability, it is crucial to have the right messages that are well thought-through. That also means actively needing to deselect certain customer groups from the target audience. However, this will deselect the uninterested group and make them even more uninterested. A difficult balancing therefore needs to be managed. (slide 85)

In short, with regard to sustainability IKEA has a leading role in relation to other retailers in the industry. This role, it is suggested, should be embraced more. Communication about how sustainability can be applied in the home and can be made convenient for consumers should be leveraged, as this has proven to be very effective and it resonates with almost all types of consumers. In the Dutch market specifically, it also fits with the Dutch mentality of 'eerst zien, dan geloven' ('seeing is believing'). (slide 87)

The data collected by IKEA shows that the company is being noticed by consumers for its use of sustainable materials. Use of sustainable materials is one of the main associations Dutch consumers have with IKEA's environmental responsibility, but also with the general quality and durability of products. The report recommends to keep sustainable materials and the general quality and durability as main focus points in all sustainability communication. In combination with the hunger for more transparency, it is seen as valuable to talk about the company's ambitions and to show what happens in the supply chain. It is therefore recommended to share the stories around the products, from sourcing to waste-disposal. This is seen as something that will engage almost all different types of consumers. (slide 85, 87)

It is seen as vital for IKEA to keep pushing the sustainability agenda forward. Choosing a clear sustainability message that people can understand and relate to is seen as essential in this. (slide 88)

4.2 Survey Outcome

Based on the above recommendations, a survey was conducted with IKEA’s customers which reached 52 respondents. The survey was focused on five different areas and the discussion below will be presented accordingly. In this section the outcomes themselves are presented and in the next section the implications of these outcomes will be discussed.

4.2.1 Personal Opinions (Q. 1/2/3/5)

Several questions were asked in the survey in order to gain insight into the customers’ interest in and opinions about sustainability.

Question number 1 read ‘Sustainable living is important to me’. 23,08% of the respondents said they completely agreed with this, 67,31% answered they agreed and 9,62% agreed nor disagreed. Not a single respondent answered that they disagreed or completely disagreed.

When asked to evaluate the statement ‘I would like to live more sustainably’ (question 2), 26,92% of the respondents said they completely agreed, 65,38% that they agreed, 7,69% that they agreed nor disagreed.

Question number 3 read ‘I think about how sustainable a product is before I buy it’. 1,92% said that they completely agreed, 36,54% said they agreed, 50% said that they agreed nor disagreed and 11,54% disagreed. No respondent said that they completely disagreed.

In figure 2 the responses to the statements are shown in comparison to each other.

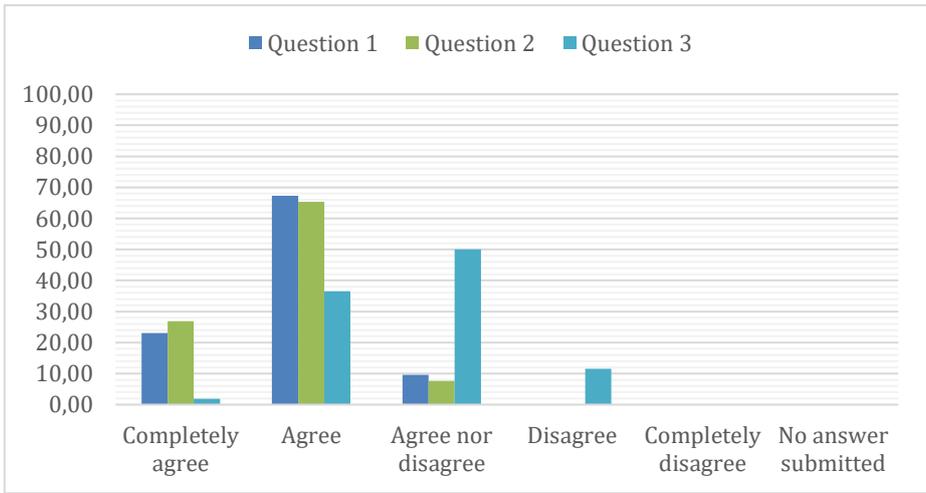


Figure 2: Outcome of question 1 ‘Sustainable living is important to me’, question 2 ‘I would like to live more sustainably’ and question 3 ‘I think about how sustainable a product is before I buy it’.

When assessing the statement ‘As a customer at IKEA Breda I find it important to be informed about the sustainability process behind the products and the store itself’ (question 5), 13,46% of the respondents said that they completely agreed, 51,92% said agreed, 23,08% said that they agreed nor disagreed, 7,69% said that they disagreed and 3,85% completely disagreed.

4.2.2 The sustainable image of IKEA Breda (Q. 4/6/7/8/9/10)

Several questions were asked with regard to the sustainable image of the IKEA Breda company, such as question 4 which stated ‘I think that IKEA Breda is a sustainable company’. Of the respondents 3,85% completely agreed, 48,08% agreed, 40,38% agreed nor disagreed, 7,69% disagreed and no one completely disagreed.

Also question 6 relates to this topic and it states ‘I see that IKEA Breda communicates with regard to sustainability when I walk through the store’. 9,62% completely agreed, 51,92% agreed, 25% agreed nor disagreed, and 13,46% disagreed. In figure 3 the outcome of this question is visualized.

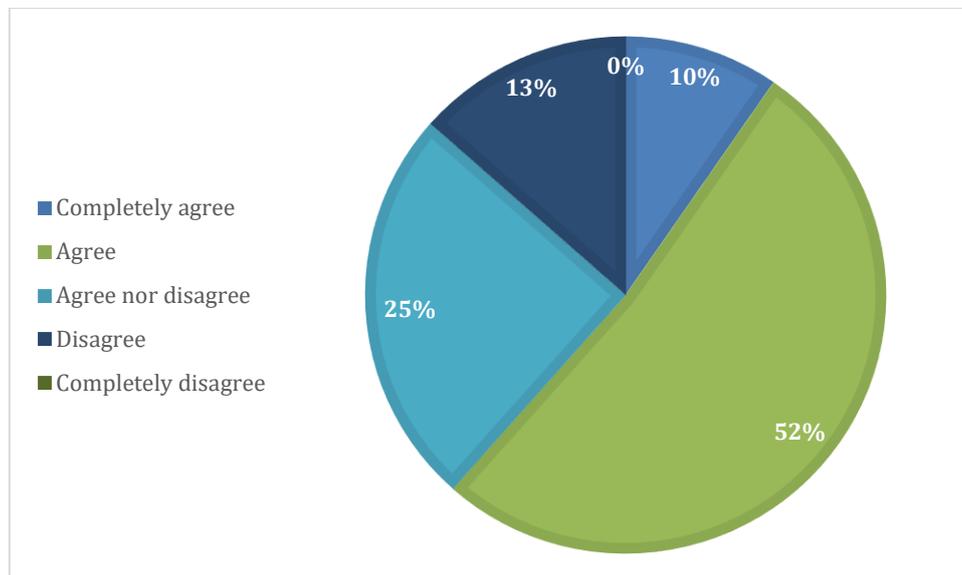


Figure 3: Outcome of question 6 ‘I see that IKEA Breda communicates with regard to sustainability when I walk through the store’.

The statement of question 7 was: ‘I noticed the sustainability shop which is placed at the bottom of the stairs after the restaurant’. 15,38% of the respondents completely agreed with this statement, 25% agreed, 11,54% agreed nor disagreed, 26,92% disagreed and 21,15% completely disagreed. Question 8 then asked whether the customer had walked into the shop, upon which 11,54% of the respondents answered yes and 88,46% said no.

At question 9 the respondents were asked whether they had walked into the sustainability shop. It asked whether the respondent had gotten a clear image with regard to what IKEA Breda does with sustainability when they looked into the sustainability shop. They could either answer ‘yes, because...’ and fill in an answer, or choose ‘no, because...’. All of the six respondents which answered ‘yes’ to question eight has answered this question. However, two of them simply choose the option ‘yes’ and did not elaborate after ‘because’. Three others answered yes and said: ‘yes,

because they use natural products’, ‘yes, because it gives a clear image’ and ‘yes, I was broadly informed’. One respondent answered ‘no, because I haven’t read everything (but it is cool that it’s there, and I should have looked more thoroughly)’.

In question 10 the respondents who said that they hadn’t walked into the sustainability shop, which were 46 of the respondents in total, were then asked why they hadn’t walked into the shop with the following options to choose from: ‘Not very visible’, ‘no interest’ and ‘other’ after which the respondent could write down another reason for not walking in to the shop. 54,34% of the respondents answered that it was not very visible to them, and 23,91% answered that they were not interested. 22,17% had not filled in this question, which leaves 21,73% of the respondents to have filled in an optional reason to not have walked into the sustainability shop. There did not appear to be a direct pattern in the answers that were given; however, we can broadly define them into three categories: those who did not have time or were looking for other items, those who did not see the use of it, and those who said they did not see it – who could have chosen the option ‘not very visible’ above, instead of having filled out this section. The given answers were: ‘I saw it from afar, and it looked good’, ‘I was looking for other items + not visible enough yet’, ‘I was focused on things I still had to buy’, ‘Just did not do it’, ‘A friend of mine was waiting for me further on in the store’, ‘did not notice it’, ‘I did not have time, another time I will’, ‘No idea what it was, did not seem to be of use’ and ‘did not see it’ was mentioned twice.

4.2.3 IKEA Products (Q. 18/19/20)

A limited number of questions were asked with regard to IKEA products (question 18, 19, and 20). Question 18 asked whether the respondent thought that IKEA products were packaged in a sustainable manner. 1.92% of the respondents said they completely agreed with this statement, 21.15% said they agreed, 36.54% said they agreed nor disagreed, 36.54% disagreed and 3.85% completely disagreed.

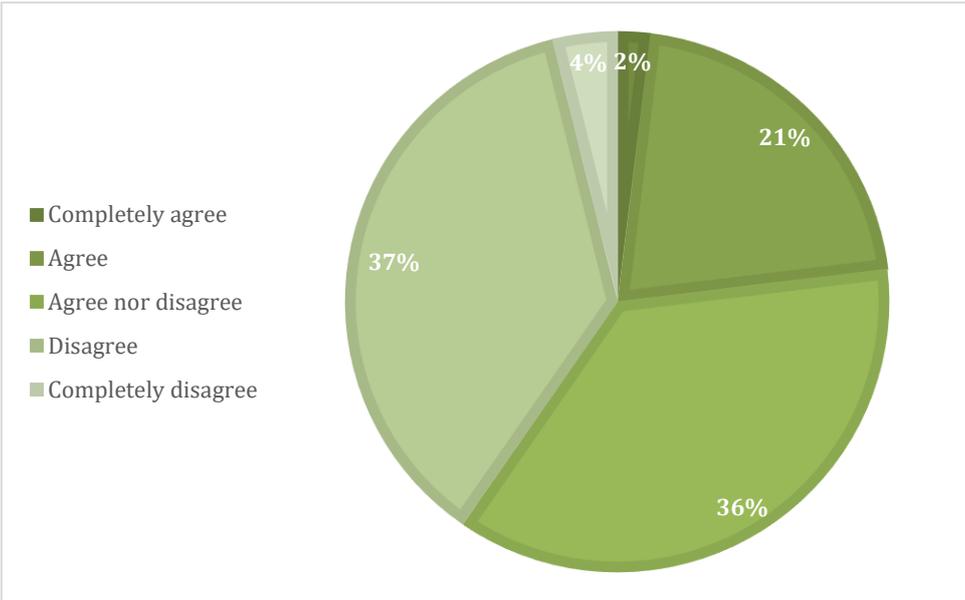


Figure 4: Outcome of question 18 ‘I believe that IKEA products are packaged in a sustainable manner’.

Question 19 stated 'I think IKEA products last for a long time'. 9.62% of the respondents answered that they completely agree with this statement, 57,69% said they agree, 17,31% said they agree nor disagree, 15,38% said they disagreed and no one completely disagreed.

When asked to evaluate the statement in question 20 ('I think IKEA products are produced in a sustainable manner'), no one completely agreed with this statement, 48,08% agreed, 46,15% agreed nor disagreed, 3,85% disagreed and 1,92% completely disagreed.

4.2.4 Communication of sustainability (Q. 11/12/13/14/15/16/17/21/22/23)

The main purpose of this survey was to get a clearer picture of how IKEA Breda communicates about their sustainability policy and how this is perceived by the customer. Therefore, most of the questions in this survey related to the communication of sustainability and these will be discussed in this section.

Question 11 stated 'I would like to see the colour green when there is communication on sustainable products and information on sustainability'. This is particularly of interest as some IKEA stores in the country choose to use the colour green whenever they communicate about sustainability and others don't. Therefore the opinion of the customer is of great influence on this matter as it might influence future design of IKEA's communication on sustainability. 17,31% of the respondents completely agreed with this statement, 48,08% agreed, 17,31% agreed nor disagreed, 9,62% disagreed, 5,77% completely disagreed and 1.92% submitted no answer.

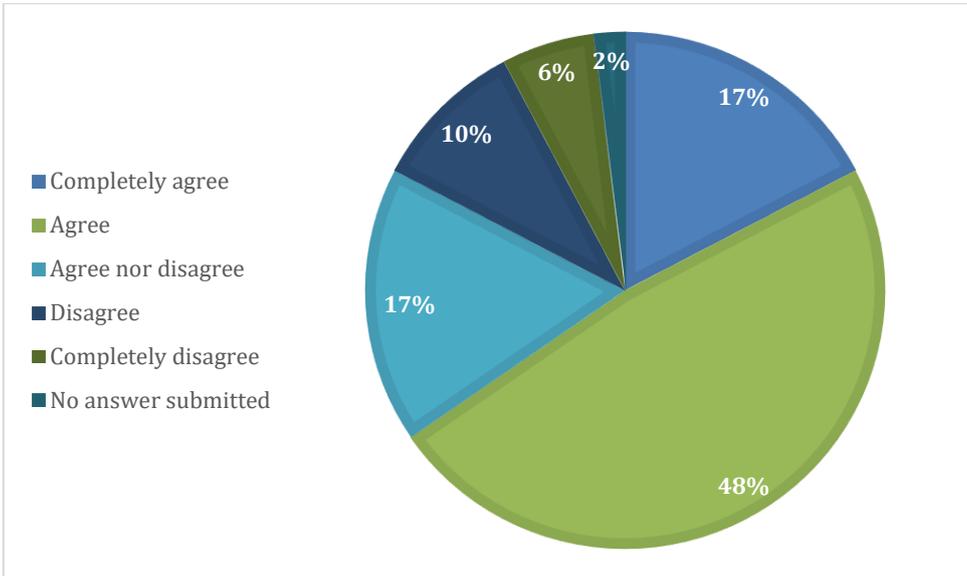


Figure 5: Outcome of question 11 'I would like to see the colour green when there is communication on sustainable products and information on sustainability'.

When asked to assess the statement in question 12 ('I noticed the cards with extra information about sustainability which are tagged upon products'), 5,77% of the respondents completely agreed with this statement, 25% agreed, 23,08% agreed nor disagreed, 40,38% disagreed and 5,77% completely disagreed. Below the statement a separate section was included so that people could write their recommendations on how IKEA Breda could make these cards and information stand out. The pattern which was found suggests that many people find the use of colour which should make the cards noticeable of importance. The given suggestions were: 'add some colour', 'hang them at eye-

level', 'add colours and distinctive lettering – this time the lettering was too small', 'use a sustainability tag which attracts the eye and also add them to your commercials', 'colour use', 'posters with explanation', 'more noticeable', and 'use a logo with something regarded to nature'.

When asked to evaluate question 13 ('IKEA Breda gives me examples of how I can live a more sustainable life'), 5,77% of the respondents completely agreed with this statement, 25% agreed, 53,85% agreed nor disagreed, 15,38% disagreed and no one completely disagreed.

Question 14 stated 'I would like to see more examples in the store with regard to sustainability and sustainable living'. 71,15% of the respondents agreed with this statement and 28,85% disagreed. The respondents who agreed with the statement were asked to fill in question 15 which asked them about what sort of examples they would like to see more of. The options to choose from were 'informative streamers/posters and tags', 'sustainable furniture and products on display', 'use of the colour green', 'more workshops on sustainability for customers', 'pictures', and 'videos'.

Respondents were allowed to choose several options and an additional section was given where they could add further suggestions of their own. Given the fact that 15 respondents answered 'no' to question 14, 15 respondents were supposed to skip to question 16. Only 14 respondents have left question 15 blank, meaning that 1 additional respondent has also filled in question 15 – which makes a total of 38 respondents for question 15.

Out of 38 respondents, 8 respondents thought more workshops regarding sustainability for customers was a good idea, 12 respondents wanted more use of the colour green, 12 respondents wanted more photos, 13 respondents thought videos were a good idea, 21 respondents wanted more informative streamers/posters and tags, and 23 respondents wanted more sustainable furniture and products on display. The other suggestions which were given by the respondents as to how IKEA could provide more examples of sustainability and sustainable living were: 'food', 'food – it is good that there are more vegan options', 'powerful and noticeable messages' and 'offering alternatives'.

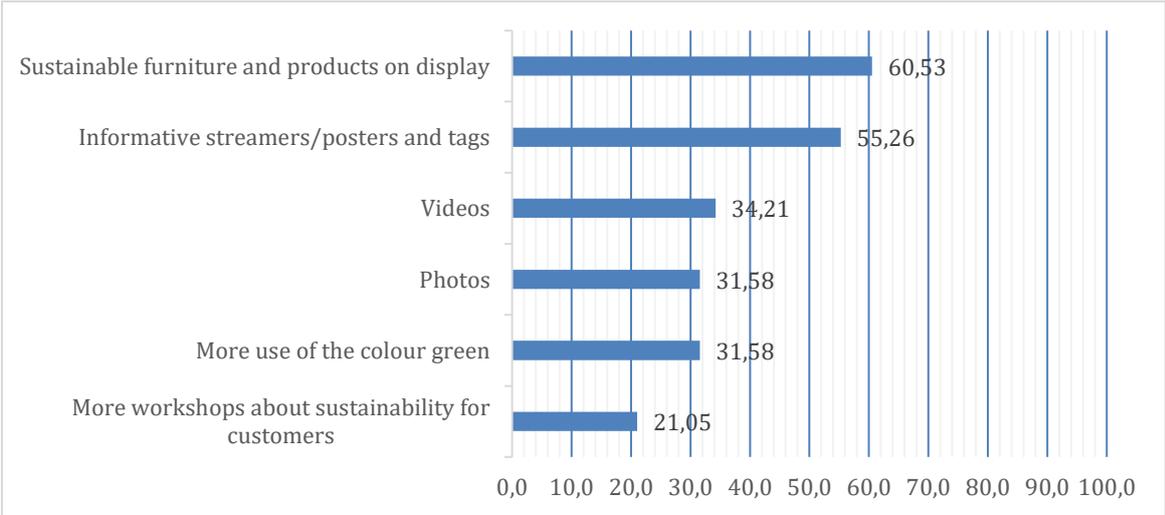


Figure 6: Outcome of question 15 on what sort of examples the customers would like to see in the store with regard to sustainability.

In question 16 the respondents were asked to answer the question: ‘Which subject do you think IKEA Breda communicates most clearly about?’, after which the respondents were asked to only fill out one answer. Unfortunately, 11 respondents chose more than 1 option and are left out for the outcome of this question. Therefore, the result is only based on 41 customers. 4,88% of the respondents choose ‘transportation’ to be the subject on which the communication takes place most clearly. 12,20% choose ‘recycling’, also 12,20% choose ‘sustainable products’, 17,07% choose ‘sustainable living’, 19,51% choose ‘the saving of water/light/energy’, and 34,15% choose ‘none of these subjects’. No respondent had filled in the section where other options could be suggested.

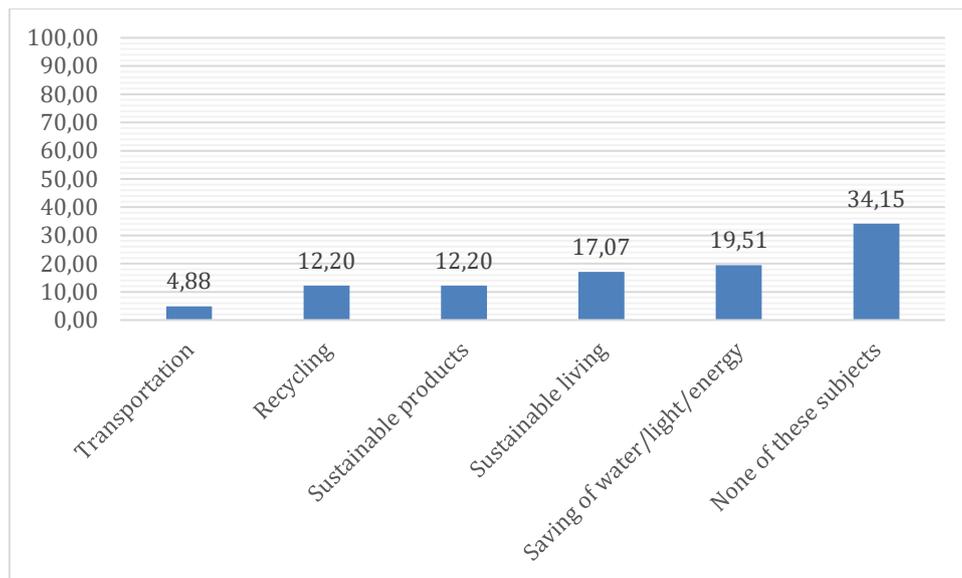


Figure 7: Outcome of question 16 ‘Which subject do you think IKEA Breda communicates most clearly about?’

The statement of question 17 was ‘I can clearly see what products within the store are sustainable’. No respondent answered that they completely agreed, 19,23% said they agreed, 30,77% said they agreed nor disagreed, 46,15% of the respondents said that they disagreed and 3,85% of the respondents completely disagreed.

‘The examples IKEA Breda give in the store with regard to sustainability encourage me to live more sustainably’ was the statement given at question number 21, upon which 3.85% of the respondents completely agreed, 15.38% agreed, 55.77% agreed nor disagreed, 21.15% disagreed and 3,85% completely disagreed.

Question 22 stated ‘IKEA Breda communicates openly with regard to what they can improve on within the company when it comes to sustainability’. No respondent answered that they completely agreed, 19,23% said that they agreed, 55,77% agreed nor disagreed, 17,31% disagreed, 5,77% completely disagreed and 1.92% submitted no answer.

At question 23 the respondents were asked to rank how important they thought the following processes were to IKEA Breda on a scale from 1-6. These processes were: ‘sustainable transportation’, ‘the use of sustainable materials’, ‘motivating customers to live sustainably’, ‘recycling of products’, ‘having a high assortment of sustainable products’, ‘having a positive impact on the local community’. Unfortunately, 3 respondents filled this question out incorrectly and are left

out of the results. Based on the ranking from 1-6, the process which the respondents deemed to be the least important to IKEA Breda was ‘having a positive impact on the local community’ (total score of the ranking was 223), followed by ‘sustainable transportation’ (191), ‘motivating customers to live sustainably’ (186), ‘having a high assortment of sustainable products (152), ‘recycling of products’ (149) and the process which was deemed to be the most important was ‘the use of sustainable materials’ (128).

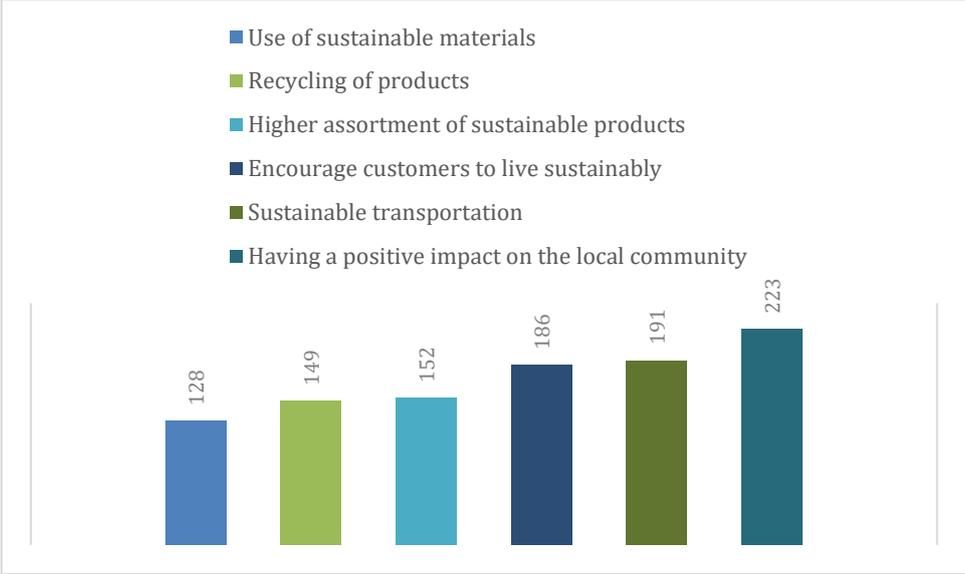


Figure 8: Outcome of the ranking of how important the customer thought these processes were to IKEA Breda – Use of sustainable materials was ranked as most important, having a positive impact on the local community was deemed as least important.

4.2.5 Online communication (Q. 24/25/26/27/28)

The survey also contained a section with questions regarding the IKEA website, to add another dimension to the multimodal analysis which will follow in the next part. The first question asked was number 24 which stated ‘I use the IKEA website’. 75% of the respondents answered ‘yes’ to this question and 25% choose ‘no’. Question 25 then asked the customer if they had ever looked under the header ‘sustainability’ on the IKEA webpage, upon which only 1 out of the 52 respondents answered yes and 51 answered no. However, this one respondent did pick the option ‘agree’ at question number 26 which asked whether they found the information about sustainability useful and which was only asked to people who filled in ‘yes’ at question 25.

The statement of question 27 was: ‘I am aware of the fact that IKEA Breda has their own separate website apart from the IKEA the Netherlands webpage’. 15,69% of the respondents answered ‘yes’ to this question and 84,31% answered ‘no’, and 1 survey was filled in faulty.

Question 28 was an open question which asked the customer what they would like to know with regard to sustainability at IKEA Breda. These answers will be discussed elaborately in the next section.

4.3 Discussion: survey outcome

In this part the outcome of the survey will be discussed according to the five sections above.

4.3.1 Personal opinions

When we look at how question 1 – ‘Sustainable living is important to me’, is answered, we see that all of the respondents have chosen between the neutral and positive options. The majority (67,31%) answered that they agree with this statement, indicating that for the respondent and customer of IKEA Breda living sustainable appears to be relevant. We can see the same at question number 2 with the statement ‘I would like to live more sustainably’. Here all of the respondents were again on the neutral to positive side of the scale, with the majority of respondents, namely 65,38% opting for the answer ‘agree’.

However, with a more concrete statement like number three from the survey, which stated ‘I think about how sustainable a product is before I buy it’, the respondents were more divided. Only 1,92% said they completely agreed, whereas at question 1, 23,08% of the respondents said they completely agreed when asked if living sustainably is important to them and at question two 26,92% said they would like to live more sustainably. The same goes for the percentage of respondents who completely agreed, namely at question 3, 36,54% said they agreed with thinking about how sustainable a product is before they buy it, whereas at question 1, 67,31% that they agreed that sustainable living was important to them and at question 2, 65,38% agreed to the statement that they would like to live more sustainably. At question 3 we can also see that 50% agreed nor disagreed to the statement of thinking about how sustainable a product is before they buy it and 11,54% even disagreed – indicating that there appears to be a gap between intentions and actions when it comes to leading a sustainable life as in the previous two questions no one said they disagreed or completely disagreed. This is also what is referred to in the ABN AMRO Monitor Sustainability report when it is said that we should be conscious of the fact that consumers will not buy a product solely because it is sustainable – other factors are of importance as well, such as price, fun, health and image (ABN AMRO Monitor duurzaamheid, 2019, slide 10). Thus the customer should be persuaded by the retailer to buy the sustainable item for other reasons than merely it being sustainable.

To the statement at question 5 ‘As a customer at IKEA Breda I find it important to be informed about the sustainability process behind the products and the store itself’, we see that the majority of people, namely 51,92%, agreed to this statement. In total 65,38% were on the positive side of the scale, 23,08% were neutral and 11,54% were on the negative side of the scale. This indicates that the majority of the respondents regard being informed about the sustainability process behind IKEA Breda and its products as something positive and this is something for the company to invest in.

These numbers confirm what is said in the The Sustainable Brand Index™ IKEA 2018, namely that it is important to reflect on all operations that control all parts of the business, even though it is thought of as unimportant – talking about what problems the company faces and how they plan to go about them which enables them to control the dialogue and strengthen the company brand (ABN AMRO, 2019) (The Sustainable Brand Index™ IKEA 2018, slide 85).

4.3.2 The sustainable image of IKEA Breda

When stated 'I think that IKEA Breda is a sustainable company' at question 4, even though most of the respondents either completely agreed (3,85%) and agreed (48,08%), many respondents neither agreed or disagreed (40,38%) and disagreed (7,69%). When evened out that is 51,93% of the respondents that are on the positive side of the scale, 40,38% are neutral and 7,69% disagree. This means that less than half of the respondents think of IKEA Breda as a sustainable company and thus for IKEA a lot can be gained here. Also here, by opening up about what IKEA already has accomplished, but also what still needs to be done, is a way to strengthen the dialogue.

When it comes to how respondents notice the communication related to sustainability in the store (question 6), more than half of the people say to have noticed this (9,62% completely agreed and 51,92% agreed). 25% agreed nor disagreed and 13,46% of the respondents disagreed. This question was followed up by question 7 in which it was asked whether the respondents had noticed the sustainability shop. Here it became evident that the majority of the respondents were neutral to this question (11,54%) or negative (26,92% disagreed and 21,15% completely disagreed). And when asked at question 8 whether the customer had walked into the sustainability shop, a great majority of 88,46% answered with no. Over half of the respondents did not find the shop very visible, and other reasons were given as well such as having no interest in such a shop, or rather being focussed on what to buy than having a look at this shop. This indicates that the shop is neither luring customers in nor is it catching their attention.

Here a way should be found to make the sustainability shop more attractive to customers. One of the reasons why people did not walk in the shop was that they found it useless – as there is nothing to be bought there, and buying is the very reason why the customers are at IKEA. The sustainability shop could thus be given more purpose by making it a place where sustainable products can be found and bought. If products are placed there, customers are more likely to enter the shop and simultaneously learn more about the sustainable process behind IKEA and its products. It is also a possibility to highlight the shop with more colours, which was given as a suggestion by some customers at question 12 with regard to highlight tags and information regarding sustainability. This could potentially be the colour green as in total 65,39% either completely agreed or agreed with using the colour green with sustainable products or information on sustainability. However, when the suggestions were given by the customers themselves in question 12 they only wrote 'noticeable colours' – not specifically the colour green.

4.3.3 IKEA Products

Question 18 asked the customers whether they thought that IKEA products were packaged in a sustainable manner. Many of the respondents were neutral (36,54%) and a slightly higher percentage of respondents were on the negative side of the scale (36,54% disagreed and 3,85% completely disagreed) compared to those on the positive side of the scale (1,92% completely agreed and 21,15% agreed). This indicates that IKEA could focus more on communicating why they choose to package certain products in a certain manner and what this says about their sustainability policy. This is in line with the The Sustainable Brand Index™ IKEA 2018, which said that from a consumer perspective packaging is more and more annoying and also a clear sign of something not being sustainable. It also indicated that the Netherlands will continue to increase the focus on reducing plastics and excessive packaging – therefore it is vital that a giant retailer like IKEA joins this effort and, as suggested by the company report, preferably takes a leading role. (The Sustainable Brand Index™ IKEA 2018, slide 87)

In question 19 where it was stated 'I think IKEA products last for a long time', most of the people either completely agreed or agreed with the statement (67,31%). This tells us that as regards the quality and the durability of the products, the respondents are moreover on the positive side of the scale, only 17,31% are neutral and 15,38% of the respondents disagree.

However, to question 20, where it was stated 'I think IKEA products are produced in a sustainable manner', almost half of the respondents agree with the statement, but also almost half of the respondents remain neutral to this statement. Again, by becoming more transparent about the production, labour conditions, transportation and entire circular economy of the company, IKEA can open up the dialogue for its customers (The Sustainable Brand Index™ IKEA 2018, slide 85, 87) This all indicates that the products of IKEA are fine, but they need to improve their communication on their level of sustainability.

4.3.4 Communication of sustainability

As mentioned in the section regarding the sustainable image of IKEA Breda, most of the respondents were positive about the statement in question 11 regarding the use of the colour green when communicating about sustainability (17,31% completely agreed and 48,08% agreed). Some remained neutral (17,31%) and only some disagreed (9,62% and 5,77% completely disagreed) and one answer was not submitted (1.92%). These numbers align with the recommendations some of the respondents gave in question 12 where they advised to make the cards and information more colourful and distinctive. In question 12 itself we saw that most of the respondents were either neutral (23,08%) about the statement 'I noticed the cards with extra information about sustainability which are tagged upon products', or negative (40,38% disagreed and 5,77% completely disagreed). This means that IKEA should make an effort to make the tags and information regarding sustainability stand out more, and the use of more distinctive colours is what the respondents want to see. With 65,39% of the respondents wanting to see the colour green with sustainable products and information on sustainability, green could be a good option to go for, but distinctive colours is what is definitely needed.

To statement 13 'IKEA Breda gives me examples of how I can live a more sustainable life', also most respondents seem undecided as 53,85% neither agrees or disagrees. This indicates a hesitancy towards this subject. 30,77% indicate that IKEA does give them examples of how to live a more sustainable life. Still, 15,38% disagreed with this statement. This aligns with the outcomes of question 23, which is still to be discussed, where the respondents ranked 'encouraging customers to live sustainably' in fourth place out of six, meaning that they think IKEA does not emphasise this subject. It also connects with the following question (question 14), where 71,15% of the respondents agreed that they wanted to see more examples in the store with regard to sustainability and sustainable living whereas only 28,85 disagreed. This indicates that many of the customers would indeed like to be informed more about sustainable options. IKEA Breda thus needs to find ways to show their customers how they can apply sustainable solutions and options in their daily lives as there clearly is a need for it. This can be done by putting sustainable products and solutions more on display – as is suggested in the following question (question 15).

When asked what sort of examples the respondents wanted to see (question 15), the following answers were given:

44 respondents wanted more sustainable furniture and products on display.

40 respondents wanted more informative streamers/posters and tags

25 respondents wanted more videos

24 respondents wanted more photos

21 respondents wanted more use of the colour green

15 respondents wanted workshops regarding sustainability for customers

Other given suggestions were: 'food', 'powerful and noticeable messages' and 'offering alternatives'

IKEA Breda has been given a clear focus by the respondents when it comes to how they should communicate to their customers. First and foremost, sustainable furniture and products should be put on display and there should be more use of informative streamers/posters and tags. Other additional options could be videos and photos, followed by more green colours use and workshops.

Adding to the fact that respondents want to see more sustainable products on display is the outcome of question 17, where it appeared that the respondents could not clearly see what the sustainable products were in the store. Here a total of 50% of the respondents were on the negative side of the scale and in addition 30,77% agreed nor disagreed. The fact that customers can't clearly tell which products are sustainable is a problem if IKEA Breda wants their customers to adopt a more sustainable lifestyle and buy sustainable furniture.

When asked at question 16 which subject the respondents thought that IKEA Breda communicated the most clearly about, the outcome was the following:

- transportation (4,88%),
- recycling (12,20%),
- sustainable products(12,20%)
- sustainable living (17,07%)
- the saving of water/light/energy (19,51%)
- none of these subjects (34,15%)

This tells us that quite many of the respondents have not noticed any form of communication on these matters at all, meaning that this area could be very much improved upon. IKEA Breda should think of which processes and elements of their store they find to be the most valuable and communicate more on these matters. For example, one of IKEA's goals is to only use renewable and recycled materials and to reduce the total IKEA climate footprint by an average of 70% per product by 2030 (IKEA, n.d., -B) Transportation and recycling are big elements within this goal and this is barely noticed by the customers according to these percentages. Re-evaluating what goals IKEA Breda wants to communicate about to their customers will give the company a clear perspective on what to communicate in the store, and with the outcome of the previous question we know that the customer wants to see these examples through the use of sustainable products and informative streamers/posters and tags.

At question number 21 the statement was: 'The examples IKEA Breda give in the store with regard to sustainability encourage me to live more sustainably'. More than half of the respondents were

neutral towards this statement by neither agreeing or disagreeing (55,77%), which tells us that it is hard for the respondents to estimate how they feel about the examples given by IKEA or to know what they should look for and that more communication on this matter is needed.

Question 22 stated 'IKEA Breda communicates openly with regard to what they can improve on within the company when it comes to sustainability'. No respondent answered that they completely agreed, 19,23% said that they agreed, again 55,77% agreed nor disagreed, 17,31% disagreed, 5,77% completely disagreed and 1.92% did not submit an answer. According to the ABN AMRO Monitor Sustainability report, the recommendations by Reilly & Hynan (2014) regarding corporate communication on sustainability, and The Sustainable Brand Index™ IKEA 2018, it is advisable for companies to consider radical transparency by showing the 'ugly truth' behind business operations in order to win the trust of the customers. Doing so also enables the company to engage stakeholders and consumer in co-creation. (The Sustainable Brand Index™ IKEA 2018, slide 85). This is also important according to Reilly & Hynan (2014) who encourage employees to concern themselves with sustainability within the company as big changes often start out small (p.757). By communicating openly about the positive sides and the flaws, IKEA could gain more understanding and a more positive response from the customers. The neutral and negative responses to the statement in question 22 indicate that this is still a point IKEA Breda could improve upon.

In question 23, respondents were asked to rank which subject they thought IKEA Breda communicates the most clearly about. The possibilities were ranked by the respondents as follows, starting with the most popular answer:

1. Use of sustainable materials.
2. Recycling of products.
3. High assortment of sustainable products.
4. Encouraging customers to live sustainably.
5. Sustainable transportation.
6. Having a positive impact on the local community.

This tells us what customers already think IKEA communicates the best on and what they could improve on. As was already mentioned in the The Sustainable Brand Index™ IKEA 2018, IKEA as a company is noticed by customers for its use of sustainable materials (slide 87), and thus it should not come as a surprise that this subject has come out on top. It also explains why the option 'high assortment of sustainable products' ends up in 3rd place. Recycling in 2nd place can be explained by the numerous waste systems IKEA sells in order to help the customer with separating their garbage.

Encouraging customers to live sustainably ended up in 4th place, which is in line with the answers to question 13 where it was stated 'IKEA Breda gives me examples of how I can live a more sustainable life' – and more than half of the respondents (53,85%) said they agreed nor disagreed (5,77% completely agreed, 25% agreed, and 15,38% disagreed). If IKEA Breda wants to encourage customers to live a more sustainable life, giving more examples on this matter could be something to incorporate in the store.

Also, option number 5 'transportation' is written about in The Sustainable Brand Index™ IKEA 2018 which advised IKEA to communicate more about how they work with transportation in innovative

ways – communicating both about existing and upcoming solutions (The Sustainable Brand Index™ IKEA 2018, slide 88). In addition, ‘having a positive impact on the local community’, is something IKEA should communicate more about as the respondents seemed to have noticed this the least and IKEA Breda does in fact cooperate with local charities. This could strengthen the ties IKEA Breda has with its local customers and set the store apart from the national IKEA brand.

4.3.5 Online communication

The part on the online communication of IKEA Breda showed that most respondents (75%) say they use the IKEA website. Question 25 then asked the customer if they had ever looked under the header ‘sustainability’ on the IKEA webpage, upon which only 1 out of the 52 respondents answered yes. This indicates that even though many people use the IKEA website, almost no one ever looks under the header ‘sustainability’. This suggests that if IKEA wants to tell customers about their sustainability policies they should try to reach out more towards the customer rather than expecting them to look for the information by themselves.

Only 15,69% of the respondents were aware of the fact that IKEA Breda has its own website, separate from the national IKEA webpage (question 27). This tells us that if IKEA Breda wants to communicate through their own website, its existence should be communicated more about to the customers.

Question 28 was an open question which asked the customer what they would like to know with regard to sustainability at IKEA Breda. Many options were given by the respondents:

- Packaging materials and transport
- Choice of materials
- What products, and produced how?
- How can you make everything last longer?
- Contribution IKEA Breda
- What products are sustainable and how you can make use of gas/light/water in the most climate-neutral way
- How I can live more sustainably myself
- More knowledge about the amount of sustainable products
- Where the products come from / honest work for the people who make them
- What does IKEA Breda do especially separate from IKEA the Netherlands?
- What does IKEA do?
- To contribute to a better world
- In what way does this contribute to the quality -> does it drive up the price?
- Sustainability behind the scenes in general -> the arrangement of it
- Better packaging – why is there plastic and wood in the packaging?
- How I can apply this easily at home without it costing me money
- To contribute to a better world
- Deal better with packaging waste – for example hand in the plastic wrappers of cushions already on the parking lot
- Energy saving lightning bulbs and LED lamps
- How sustainability is tested
- Sustainable history and recycling options.

Broadly we can conclude that there are five categories these options belong to, namely: 'Packaging, Production & Distribution', 'Sustainable Products', 'How the Customers Can Live More Sustainably Themselves', 'The Bigger Picture' (referring to what IKEA contributes to a better world) and 'Energy Saving and Recycling Options'. If IKEA wants to respond to their customers' questions regarding sustainability it's these five categories they should focus on when communicating about this topic.

5. Online Multimodal Analysis

The Sustainable Brand Index™ IKEA 2018 shows the total score that stores obtained in the ranking in terms of how sustainable they are perceived to be. We can see that IKEA is followed up closely by Albert Heijn and HEMA³. The ranking itself is based on the share of people who perceive that a company's sustainability responsibility (environmental responsibility and social responsibility) is good (4) or very good (5) based on a scale from 1-5 + 'don't know' – see figure 9.



Figure 9: The Results of Ranking – Sustainable Brand Index™

Despite the fact that Tony Chocolonely⁴ is the winner in this overall category, it will be the websites of Albert Heijn and HEMA which will be analysed in order to see how they communicate about their sustainability policy to their customers online, as these two stores both have more establishments than Tony Chocolonely and a more diverse assortment and are therefore more comparable to IKEA.

A multimodal analysis will be performed on IKEA's, Albert Heijn's and HEMA's home webpage and of the page on which they communicate about their sustainability policy. In addition, IKEA Breda's home and sustainability webpage will be analysed as well, as the offline survey specifically focused on IKEA Breda. By doing so, a comparison can be made as to whether the webpages communicate effectively and recommendations can be made with regards to what could be improved upon. Due to the scope of the paper the homepages will only be analysed briefly in order to see in what way the

³ Albert Heijn is a large Dutch supermarket chain. HEMA are department stores with a large offer of products for everyday items and they have a wide product range which is almost solely produced for HEMA.

⁴ Tony Chocolonely is a Dutch brand that strives to produce 100% slave free (meaning without child labour or -slavery) chocolate.

sustainability page can be reached, and the sustainability webpages themselves will be analysed more thoroughly.

5.1 Multimodal analysis

First, what multimodal analysis entails will be described and what framework is to be used when doing the analysis will be exemplified.

Digital texts afford interactivity as opposed to traditional text, as they do not only represent some meaning, but they also enable “users” to act at given sites and achieve some effects. Links, buttons and all forms of interactivity are not only signs making meaning on the page, but they are also sites of action producing a changed textual situation (Adami, 2013, p. 2). The notion of interactivity can be useful to highlight the ways in which a text configures its relation with its intended users and with other actors/texts; consequently, it can say something about its designers’ interests in positioning themselves and their texts in respect to prospective users and third parties (Ibid., p.2-3).

Hypertextuality defines the affordance of digital texts of giving access to a network of other texts, enabling readers to “travel” from one text to another through the use of hyperlinks (Lemke, 2002, in Adami, 2013, p.3). Hypertextuality is established by means of visible links on a given webpage. The user can click them to access further texts, thus constructing individualized reading paths through texts. These paths can provide feedback (such as giving a “comment” or “rate”), or transfer a text to others (“sharing” or “forwarding”) (Adami, 2013 p.3). These hyperlinks can be deemed among the interactive functions of a website.

Online interactivity is physically activated through clicks or touches to a screen, which consequently changes its appearance. Semiotically, the actions performed onto certain signs of a given text produce some textual changes. Socially, by doing something at given sites of a digital environment, the user obtains something from it. Interactive signs, such as links, buttons and fields, enable users to act upon the text. (Adami, 2013, p.4)

Reading an interactive sign, such as a hypertextual link, this does not necessarily activate it. Independent of in what way a link is represented – this could be through word, image, shape or colour, its signifier is meant to be acted upon or manipulated, i.e. to be clicked upon it. In this sense, they are more similar to objects rather than textual signs (Adami, 2013, p.4).

When it comes to forms, our ongoing experience with using websites have accustomed us to recognize certain formal features as candidate signifiers for an interactive sign. For typed text, there are salience-enhancing graphic features such as underlining, bolding, and colour differentiation (traditionally blue). Particularly small or large shapes, images or logos can be possible candidates as signifiers too. Also, interactivity can be signalled by the change in shape of the cursor displayed on the screen when it hovers onto an interactive site/sign, turning from an arrow into either a hand – when the site/sign needs to be clicked to be activated – or into a vertical bar, when its activation requires typing. (Adami, 2013, p.5)

Semiotically speaking, a site can enable the user to access new text, provide text, or transfer text to others. Text access does not result in a change of the text but only in a change of what appears on the screen. The second effect, text provision, produces a change in the text. Text transfer produces a new text through re-contextualization and thus changes the recipient’s textual environment. (Adami, 2013, p.6)

A sign thus has a two-fold nature: it functions in the spatial dimension of the page where it appears, and in an intertextual dimension, as an optional “gateway” between two texts or by introducing a change in the textual situation. In this sense, interactive signs work both in space and in time. Syntagmatically, the interactive site/sign makes meaning in combination with other elements within the arrangement of the text displayed on the screen, and paradigmatically, it functions through selection, thus enabling the actualization of one out of a range of possible textual realizations, or paths. (Adami, 2013, p.7)

In the next section, the different webpages by IKEA, Albert Heijn and HEMA will be analysed according to a social semiotic framework for the analysis of interactive sites and signs as proposed by Adami (2013). In this framework, Halliday’s three different functions of language are incorporated. As mentioned in the theoretical framework, these are (1) the Ideational function – saying something about the world, (2) the Interpersonal function – saying something about those involved in the communicative event, and (3) the Textual function, to say something about the text (Adami, 2013, p. 7). These three metafunctions can be used analytically to describe three different and intertwined layers of meaning of any language in use.

This framework has as a basis the syntagmatic (spatial dimension) and paradigmatic (options) dimension. The Ideational function of an interactive sign corresponds to what the interactive sign/sites is and does, the Interpersonal function corresponds to the relations/identities projected by the sign/sites about the author and the use of the text, while the Textual function corresponds to how the other two are presented within text (Adami, 2013, p.7). In addition, the Interactive value has been added to the framework with the intention to be able to provide a comprehensive analysis.

When analysing the webpages of IKEA, Albert Heijn and HEMA, only the Ideational function and the Interpersonal function will be analysed since they are the two most important functions as the Textual function mostly serves to how the former are presented in text form. Within the Ideational and Interpersonal function the Interactive value is naturally incorporated already as we are looking at websites rather than traditional text.

Dimensions	Ideational function	Interpersonal function	Textual function	Interactive value
Syntagmatic (within the page)	What it is -signifier/signified	What it says about -authors -users	How/Where in the page -salience -info structure	Aesthetic (the aesthetics of interactivity)
Paradigmatic (optional realization)	Which action which effect where	Directionality/power: -Who towards whom: author/users/others	Before-after Given-New	Structural (the structure of interactivity)

Figure 10: The three metafunctions mapped onto the two dimensions of interactive sites/signs as proposed by Adami (2013)

The screenshots of the homepages and sustainability webpages of IKEA, Albert Heijn and HEMA have been taken on the same date (February 19, 2019). By looking at these webpages at the same point in time a relevant comparison is ensured as this allows us to see how these websites appear to

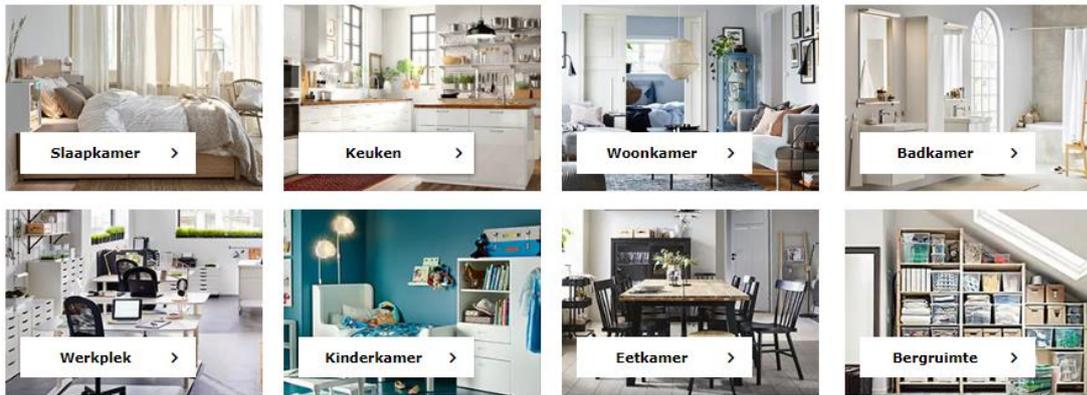
customers that were visiting a website at a specific point in time. In the next section they will be analysed according to the framework shown in figure 10. As indicated before, due to the scope of the paper the homepages will only be analysed briefly and the sustainability webpages more thoroughly. Therefore, the homepages will only be analysed from the ideational dimension, whereas the sustainability webpages will be analysed from both the ideational and interpersonal dimension.

5.2 Homepage of IKEA

In this section the Ideational function of the IKEA homepage will be analysed. This relates to the interactive signs of the page and what they do. This is done in order to see where the sustainability header is placed and how this relates to the rest of the homepage.

The screenshot shows the top navigation bar of the IKEA website. It includes links for 'Achteraf betalen', 'Bij je thuis bezord vanaf € 2,99', and '365 dagen retourgarantie'. The main navigation menu contains 'IKEA vestigingen', 'Klantenservice', 'IKEA Family', 'Werken bij IKEA', 'Restaurant', 'Duurzaamheid', and 'Aanbiedingen'. On the right, there are links for 'Boodschappenlijstje' and 'Login'. Below the navigation is the IKEA logo, a menu with 'PRODUCTEN', 'RUITMES', and 'WOONINSPIRATIE', a search bar with the placeholder 'ZOEKEN', and a shopping cart icon. A secondary navigation bar shows 'IKEA NIEUWS' and 'PAS OP VOOR NEPACTIES'. The main content area features a banner for home delivery: 'Veel producten nu voor €2.99 thuisbezorgd*' with a note that it's dependent on package size and weight. Below this are three promotional banners: '10% KORTING OP ALLE MATRASSEN' (valid 18 FEB T/M 18 MRT), '10% KORTING OP ALLE BOXSPRINGS' (valid 18 FEB T/M 18 MRT), and '15% KORTING OP ALLE DEKBEDDEN & KUSSENS' (valid 18 FEB T/M 11 MRT). All banners specify '*ALLEEN VOOR IKEA FAMILY LEDEN' and include a 'Bekijk alle...' button.

KIES JE RUIMTE



RESET JE HUIS En reset jezelf! Doe inspiratie op voor je slaap- en badkamer en win leuke prijzen met onze challenges. #IKEAresetjehuis

Doe mee! >

 **365** 365 dagen retourgarantie we doen niet moeilijk over ruilen

[Lees hier alle informatie >](#)

GRATIS 25 jaar garantie 2 tot 25 jaar garantie op verschillende IKEA producten

[Bekijk alle garantieperiodes >](#)

NIEUW ONTBIJT BIJ IKEA

Restaurant >

 Duurzame toekomst >

 **VANAF NU OOK ONLINE!**

IKEA cadeaukaart >

MEUBELN, INTERIEUR & WOONINSPIRATIE

Welkom bij IKEA. Wij proberen het dagelijks leven van zoveel mogelijk mensen te verbeteren. Onze betaalbare meubelen en woonaccessoires hebben een uniek design, zijn functioneel en duurzaam geproduceerd. Bij IKEA vind je [inspiratie](#) om jouw interieur zo mooi en leefbaar mogelijk te maken. Bekijk onze [banken](#), droom alvast van een nieuwe [keuken](#), ga proefliggen op een van onze [matrassen](#) en snuffel achter de deuren van de [kledingkasten](#). Voor sfeervolle meubelen voor buiten neem je een kijkje bij onze [tuinmeubelen](#). Bestel meteen online en laat je producten thuis bezorgen, of haal ze op in de winkel. Bekijk [hier](#) onze services.

Volg ons

Schrijf je in voor de nieuwsbrief

Schrijf je in >

IKEA vestigingen:

Kies een vestiging ▼

OK

Openingstijden

Bekijk onze ruime openingstijden

Meer informatie

Heb je een vraag?
[Bekijk de veelgestelde vragen](#)

Contact
[Klantenservice](#)

Belangrijke product- en veiligheidswaarschuwingen

- **GLIVARP tafel**
- Terugroepactie
- **Zet vast!** Zo bevestig je meubels aan de wand

Bekijk alle veiligheidswaarschuwingen

ALLE AFDELINGEN:

<ul style="list-style-type: none"> Babykamer en kinderkamer Badkamer Bergruimte Binnen kweken Doe het zelf Eetkamer Elektronica en toebehoren 	<ul style="list-style-type: none"> Eten Hal Huisdier accessoires Keukens Kleine opbergers Koken Slaapkamer 	<ul style="list-style-type: none"> Swedish Food Market Textiel Tuin & balkon Verlichting Wasruimte Werkplek Woonaccessoires 	<ul style="list-style-type: none"> Woonkamer Vrijtijd- & veiligheidsproducten IKEA BUSINESS voor kantoor bureau en eigen zaak
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Klantenservice	Online winkelen	Handige links	Dit is IKEA	IKEA Vestigingen	Werken bij IKEA
Veelgestelde vragen & contact Volg je bestelling Alle services Ruilen & retourneren Garanties Montageservice	Betalen Bestellen Bezorgen & kosten Online bestellen & ophalen IKEA reviews	Online planners/ontwerpen Catalogus & brochures Cadeaukaart Aanbiedingen Wooninspiratie Apps en mobiele site Aanmelden nieuwsbrief IKEA Family	Het IKEA concept Duurzaamheid Over de IKEA Group Democratisch design Zonnepanelen Laatste nieuws over IKEA Privacybeleid Cookiebeleid	Openingstijden Alle vestigingen Restaurant Swedish Food Market Betaalmethodes 	Opdrag Vacatures

Figure 11: Homepage of IKEA The Netherlands

5.2.1 Ideational function

The IKEA logo at the top left, is the title and header of the website. It has its distinctive blue and yellow colours which customers might link to the actual blue coloured establishments with the yellow lettering. When clicked on, it redirects the visitor to the homepage of the IKEA website. Next to the logo there are two dropdown menus that appear when the cursor hovers over the signs, and these signs are called 'Products' ('Producten') and 'Spaces' ('Ruimtes'). Next to these two options there is the heading 'Living Inspiration' ('Wooninspiratie'). However this doesn't have a dropdown menu but redirects the visitor to a page with relevant content. On the right we find the search bar above which the cursor turns into a vertical bar enabling one to type in a search. Next to this a small light blue sign of a basket can be seen which when clicked upon redirects a visitor to their shopping cart.

Above this bar, which started from the IKEA logo at the left and ended with the basket logo on the right, another bar with options can be found. It consists of 'IKEA establishments', 'Customer service', 'IKEA Family', 'Working at IKEA', 'Restaurant', 'Sustainability', and 'Special offers' ('IKEA vestigingen', 'Klantenservice', 'IKEA Family', 'Werken bij IKEA', 'Restaurant', 'Duurzaamheid', and 'Aanbiedingen'). What immediately strikes when looking at these options is that the header 'Special offers', is coloured orange which makes it stand out. It is also here that we find the header that hyperlinks to a corresponding sustainability webpage. It is not very distinctive as it has been written in grey and relatively small lettering when compared to other headers on the page. It is especially outshone by the bright orange coloured header 'Special offers' ('Aanbiedingen') which comes across as being more important.

In the right corner the terms 'shopping list' ('Boodschappenlijstje') and 'login' are given, and both redirect to pages with information related to each of these topics. All the way at the top, in a light beige bar, we can find three more terms saying: 'Paying afterwards', 'Delivered at home from 2.99€', and '365 days return guarantee' ('Achteraf betalen', 'Bij je thuis bezorgd vanaf 2.99€' and '365 dagen retourgarantie'). All of these terms become redirecting headers when clicked upon.

The middle section is a dynamic "banner" and redirects to related parts of the website. In between this middle section and the top banner we can still see in small lettering the 'IKEA News', and on the right three symbols: a pause sign, an arrow pointed to the left and an arrow pointed to the right. When pressing the arrows, news items appear in blue lettering next to the sign that says 'IKEA News'. By pressing the arrows either back or forth, news headers are presented. When pressing an arrow the pause sign turns into a play sign and news headers are shown repeatedly, after which the pause sign can be hit again to make the header freeze. Underneath this section we can see a small logo of a house and a truck coloured in blue, and in big lettering an advertisement for the costs of having something delivered at home. Underneath it we can see in small lettering that this is dependent on the size and weight of the order and it says 'read more' with an arrow to the right which predicts a redirection of webpage when clicked upon. This invites the webpage visitor to click on the banner.

What strikes in the middle section of the webpage are several things. First and foremost, the bright yellow banners on the different pictures with furniture announcing discount in a big black font. However, on the third picture it says in big red lettering 'Last chance', which stands out opposed to the other pictures. Also the dates from when to when a sale lasts are highlighted in yellow and

written in black font. When the cursor hovers over the picture it changes into a hand and the pictures become hyperlinks which redirect the visitor to the furniture it advertises for. Strikingly, white banners have also been added which state 'Look at the sale item', 'All frames' and 'Look at the products'. However, one doesn't necessarily have to click on the banner, also the picture itself will redirect the visitor when clicked upon.

Underneath this section there is black lettering saying 'Pick your space', with additional photos that can be clicked upon depicting rooms with different decorations. When clicking upon either the picture or the white banners, the visitor is redirected to a page which features items of furniture belonging to that particular room. Then there are signs regarding the return policy, and a picture indicating the guarantee on some of IKEA's products – with an arrow including texts that states that by clicking on the picture this will lead the visitor to a page with relevant information.

Underneath this we can find a short summary under the title 'Furniture, Interior & Living Inspiration', which describes what sort of store IKEA is. Some words are underlined indicating that these are hyperlinks, and they redirect the visitor to pages with relevant information. On the bottom right we can find five black circles with white social media logos. When pressed upon they hyperlink to social media webpages, the IKEA webpage on that social media platform to be more specific. Next to these circles we can see a black banner that states 'subscribe for the newsletter'. Underneath all of this we can find a search tool for looking up the different stores, the opening hours, contact information, important product warnings. All the way on the bottom there is a grey area which contains many options as well: options such as customer service, online shopping, useful links, this is IKEA, IKEA establishments, working at IKEA, and different methods of payment are indicated by showing logos. Finally, in very small lettering it is stated that Ikea.com is rated with 4.9 stars out of 5 based on 5669 evaluations.

In short, a lot of information is displayed on just the homepage of IKEA. The page is dense with interactive signs, in various forms (symbols, writing, dynamic images), which require all kinds of actions, producing access to new text in a variety of realizations.

5.3 Homepage of IKEA Breda

In this section the ideational function of the IKEA Breda homepage will be analysed. This relates to the interactive signs of the page and what they do/where they lead to.

The screenshot shows the IKEA Breda homepage. At the top, there is a navigation bar with links for 'Ikea vestigingen', 'Klantenservice', 'IKEA Family', 'Werken bij IKEA', 'Restaurant', 'Duurzaamheid', and 'Aanbiedingen'. A search bar and a shopping cart icon are also present. Below the navigation, a 'Welkom bij IKEA Breda' section displays the store's address and opening hours. A sidebar on the left provides quick links to various services and information. The main content area features three promotional banners: a 10% discount on mattresses and boxsprings, a 15% discount on bedding and pillows, and a promotion for outdoor furniture. Below these are two product-specific offers: a desk (SKARSTA) for 169,- and a shoe cabinet (STÄLL) for 69,-, both available only on the specified dates in February.

Welkom bij IKEA Breda

IKEA Breda
Andere vestiging Bart Delsing
Stuorweg

IKEA Breda is 7 dagen per week open!

Adres:
IKEA Breda
Kruisveld 1
4814 RW Breda

Openingstijden:
Woonwarenhuis
maandag t/m zaterdag van 10-21 uur
zondag van 10-18 uur

Restaurant
maandag t/m zaterdag van 9-20.30 uur
zondag van 10-17.30 uur

18 FEB T/M 18 MRT
10% KORTING OP ALLE MATRASSEN EN BOXSPRINGS
*ALLEEN VOOR IKEA FAMILY LEEDEN

18 FEB T/M 11 MRT
15% KORTING OP ALLE DEKBEDDEN EN KUSSENS

Lekker naar buiten!
Vanaf 23 februari zijn de tuinmeubels er weer!

ALLEEN VANDAAG BIJ IKEA Breda
SKARSTA
Bureau zit/sta, wit, 160x80 cm
169.- IKEA FAMILY prijs
Normale prijs 199.-

ALLEEN MORGEN BIJ IKEA Breda
STÄLL
Schoenenkast, 4 vak, 96x90, wit
69.- IKEA FAMILY prijs
Normale prijs 89.95



Nieuw bij IKEA Breda
Kledingkastplanservice

Wij helpen je graag bij het samenstellen van je droomkast. Voor **19,-** krijg je een persoonlijk advies van één van onze slaapkamerspecialisten.

Maak een afspraak in de winkel of mail je naam en telefoonnummer naar: plan.mijnkast.nl@ikea.com
 Wij nemen dan binnen 12 uur contact met je op om een afspraak te maken.



Winkelinformatie



Hier vind je openingstijden, adres en informatie over IKEA Breda.

[Over IKEA Breda](#)

Services bij IKEA Breda



Hulp nodig met monteren, installeren of bezorgen?

[Bekijk onze services](#)

IKEA Family



Als IKEA Family lid profiteer je van verschillende aanbiedingen en voordelen.



<p>Klantenservice Veelgestelde vragen & contact Volg je bestelling Alle services Ruilen & retourneren Garanties Montageservice</p>	<p>Online winkelen Betalen Bestellen Bezorgen & kosten Online bestellen & ophalen IKEA reviews</p>	<p>Handige links Online planners/ontwerpen Catalogus & brochures Cadeaukaart Aanbiedingen Wooninspiratie Apps en mobiele site Aanmelden nieuwsbrief IKEA Family</p>	<p>DR is IKEA Het IKEA concept Duurzaamheid Over de IKEA Group Democratisch design Zonnepanelen Laatste nieuws over IKEA Privacybeleid Cookiebeleid</p>	<p>IKEA Vestigingen Openingstijden Alle vestigingen Restaurant Swedish Food Market Betaalmethodes </p>	<p>Werken bij IKEA Uppdrag Vacatures</p>
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Ikea.com wordt door haar klanten met 4,9 uit 5 sterren gewaardeerd op basis van 5569 [beoordelingen](#).

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Figure 12: Homepage of IKEA Breda

5.3.1 Ideational function

All the way to the left we find a menu with 7 headers to choose from, namely: 'Store information', 'News and activities', 'Special Offers', 'IKEA FAMILY', 'IKEA FOOD', 'Sustainability' and 'Services' ('Winkelinformatie', 'Nieuws en activiteiten', 'Aanbiedingen', 'IKEA FAMILY', 'IKEA FOOD', 'Duurzaamheid', 'Services'). What is very noticeable is the fact that 'Welcome at IKEA Breda' ('Welkom bij IKEA Breda') as well as the 'IKEA FAMILY' header, are written in bright orange colouring, and the 'Sustainability' ('Duurzaamheid') header in a bright green colour. To the right of this option menu we see 'Welcome at IKEA Breda' ('Welkom bij IKEA Breda'), which indicates that this webpage belongs to the IKEA Breda store in particular, combined with a picture of the Store manager with his name, the address of the store and opening hours. The dropdown menu saying 'Other stores' ('Andere vestigingen') indicates that this is one out of many IKEA store websites the visitor can choose from.

Underneath this banner of information we see two pictures, one with mattresses and the other one with blankets and a pillow. In black font, on top of yellow boxes we can read that there are discounts on these products. The bright yellow boxes indicate that this is of importance as the eye is drawn towards this colour. When scrolling further down we find a darker picture of cushions and a sofa outside. The text on top of it, in white font, reads 'Nice to go outside!' ('Lekker naar buiten!'). In smaller font underneath we can read 'From 23 February garden furniture will be here again!' ('Vanaf 23 februari zijn de tuinmeubels er weer!').

Below this picture we find a desk and a show cupboard with information about discounts on particular days. In white font, surrounded by an orange banner it says 'Only today at IKEA Breda' ('Alleen vandaag bij IKEA Breda') and the dates are given in black font to the right, written in a calendar symbol which stresses the importance of that particular date. We then see another picture of a roomset (a living room to be particular) above which it says '900 new products now available' ('Nu verkrijgbaar 900 nieuwe producten'), in white. We also see a hyperlink with a black arrow saying 'Look at the new collection' ('Bekijk de nieuwe collectie'), which redirects the page visitor to a page with the new products.

Below we see a symbol of a person and a pen, and the header says in smaller, orange lettering 'New at IKEA Breda' ('Nieuw bij IKEA Breda') and in bigger black lettering 'Wardrobe planning service' ('Kledingkastplanservice'). In the description below, the price (19,-) is written in thicker black font to highlight its importance to the customer. Underneath this picture we find another picture of a roomset, actually with the same colour palette as the previous picture – blue. The bright red symbol stating 'New' ('Nieuw') stands out in this setting and draws the visitors' attention. Underneath it says 'personal interior advice at IKEA Breda' ('Persoonlijk interieuradvies bij IKEA Breda') with a hyperlink below which redirects to a page with related information. The hyperlink is made in a similar fashion to the one on the previous picture of the roomset and says 'Book interior advice here' ('Reserveer hier interieuradvies').

Then, at the bottom of the page we find three symbols; one of a store with the header 'Store information' ('Winkelinformatie'), 'Services at IKEA Breda' ('Services bij IKEA Breda'), and an orange IKEA Family card – all with related information to the topic described underneath. Finally, the page closes at the bottom with the same banner as the IKEA homepage and none of the specific colours which are used in the menu to the left of the page can be found here.

5.4 Homepage of Albert Heijn

In the following section the Ideational function of the Albert Heijn homepage will be analysed. This relates to the interactive signs of the page and what they do/where they lead to. This is done in order to see where the header which hyperlinks to the sustainability page can be found and what its position tells us regarding its importance.

The screenshot shows the Albert Heijn homepage with a navigation bar at the top containing links for 'inloggen', 'producten', 'bonus', 'allerhande box', 'recepten', 'winkels', 'acties', and 'meer'. A search bar and 'online bestellen' button are also present.

The main banner features a collection of baked goods with the text: 'Met deze korting zit je gebakken!' and 'het lekkerste brood, gebak & banket'. A '25% korting' badge is visible.

Below the banner are several promotional tiles:

- Bonus:** 'Nog 6 dagen in de Bonus' with a '2x korting' badge and a '1.30' price tag.
- Tip:** 'Kopje korting? Lekker voor bij gebak' with a '2x halve prijs' badge.
- Wassen maar:** 'Kleine wasjes, grote wasjes' with a '1+1 gratis' badge.

A section for 'Ontdek Nederburg: één van Zuid Afrika's meest bekroonde wijnen' features images of wine bottles and a 'Bekijk alle wijnen' link.

Another section promotes 'Nieuw: bezorging vanaf €50 op woensdag en donderdag' with a 'Kies bezorgmoment' link and an image of a delivery van.

An orange banner asks: 'Wil je elke week persoonlijke Bonusaanbiedingen ontvangen, maar heb je nog geen Bonuskaart?' with a 'Log in en vraag hier een Bonuskaart aan' link.

The 'Gratis bezorging' section is highlighted with a truck icon and lists three categories:

- Gratis bezorging op di, wo, vr & za:** 'Bij 7 blikjes Red Bull organics*' with a 'Bestel Red Bull' link.
- Gratis bezorging op di, wo, vr & za:** 'Bij 2 geselecteerde producten van o.a. Ariel*' with a 'Bestel producten' link.
- Meer gratis bezorging:** 'Bij o.a. Hertog Jan, Leffe, Tripel en Hoegaarden' with a 'Naar alle gratis bezorging' link.

Below this are three more promotional tiles:

- Vrolijke luiers voor een fijne prijs:** 'Naar Etos actie >' with a '12%' badge.
- Heel veel korting op whiskytoppers:** 'Naar Gall & Gall >' with a 'Gall & Gall' badge.
- Met liefde voor je huid:** 'Naar actie >' with a '1+1 gratis' badge.

Two more tiles are shown:

- Van jouw taart is er maar één:** 'Maak een fototaart >' with a 'TartarBakkers' badge.
- Iets nieuws voor op je boterham?:** 'Naar nieuwe producten >' with a 'nieuw' badge.

The bottom banner features a 'Heb je nog een volle spaarkaart?' promotion with a 'Laatste 2 weken inleveren' badge and a '0.80' price tag.

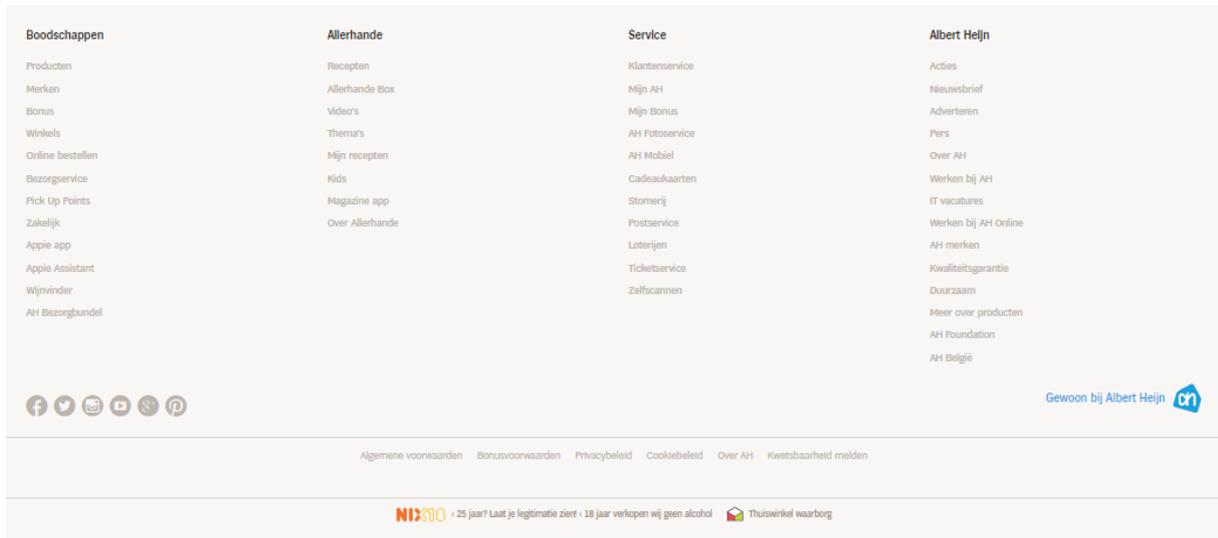


Figure 13: Homepage of Albert Heijn

5.4.1 Ideational Function

What immediately draws one's attention when looking at the page are the bright orange banners in the middle section. Syntagmatically, we can read in white lettering on the top orange banner 'Would you like to receive personal bonus offers on a weekly basis, but don't you have a personal Bonus card yet?' ('Wil je elke week persoonlijk Bonusaanbiedingen ontvangen, maar heb je nog geen Bonuskaart?'), and underneath it we can read next to a small, white circle, containing an arrow: 'Login and request a Bonus card' (Log in en vraag hier een bonuskaart aan'). Paradigmatically, the visitor has to press directly on the lettering after the small arrow to be redirected towards a webpage in which they can request a Bonus card. The second orange banner reads in white lettering 'Free delivery' (Gratis bezorging). Nothing happens when pressed upon, it simply seems to be a statement.

Both underneath and above the orange banners we can find pictures of products. Above the banner we can see a wine ad, which paradigmatically redirects the page visitor to the assortment of wines sold by this brand (still represented on an Albert Heijn webpage). Interestingly enough, what happens when the visitor has pressed on the wine advertisement and press to go back to the homepage is that the ad has switched places with the ad next to it, namely the 'New: delivery from 50€ on Wednesday and Thursday' ('Nieuw: bezorging vanaf 50€ op woensdag en donderdag'). Of course this is done to tempt the page visitor to also click on it; on the other hand, however, it also strikes the customer as confusing since before he or she pressed on the ad the ads were arranged differently. The ads keep switching places when pressed upon.

Above this banner we find more products, the prices and Bonus deal ('Bonus voordeel') one receives when buying the products that are highlighted in orange. At the bottom left of the pictures we see orange arrows redirecting the visitor to a page which shows the products which are currently sold at a discount, but also other products from the same product category. This is actually a pleasant way of being redirected as it gives the visitor what they are looking for but also other relating options. Above these product pictures we find a banner in which we see pies. In white lettering it reads on a brown banner 'The best bread, pastries & banquet' ('het lekkerste brood, gebak & banket). To the right on this picture it reads in white lettering 'With this discount you are set!' ('Met deze korting zit je gebakken!'). The slogan is funnier in Dutch as it would literally translate to 'With this discount you

are baked'. It does not matter where one presses on the banner, paradigmatically, the visitor is hyperlinked to a webpage which shows all the bread, pastries and banquet that Albert Heijn bakes themselves.

At the top we find the banner with the functions we are presented with on every webpage we find on the Albert Heijn webpage, namely; the blue Albert Heijn logo and next to it it says 'login' with a blue arrow leading to a dropdown menu with different functions, the hyperlinks 'products', 'bonus', 'All kinds of box', 'recipies', 'stores', 'discounts', 'more' ('producten', 'bonus', 'allerhande box', 'recepten', 'winkels', 'acties', 'meer') – with a dropdown menu with several additional options. To the right we find a search bar in which we can read 'search for...' ('zoeken naar...') and a symbol of a magnifying glass. When typing a letter in the search bar a dropdown menu with most likely search options with the letter B appears, categorized within the options of 'products', 'digital products', 'recipes', and 'stores' ('Producten', 'Digitale producten', 'Recepten' and 'Winkels'). To the right of the search bar we see in blue lettering 'Ordering online' ('Online bestellen'), which when pressed upon redirects to a related page. And all the way to the right we see the logo of a purse and in a black circle with the number zero, the number indicating every product the visitor would 'put in their cart/purse'. When pressed upon it redirects the visitor to a grocery store list.

Underneath the orange banners we find several more pictures with descriptive text on the fact that one gets free delivery on these products on Tuesday, Wednesday, Friday and Saturday. The picture on the right side, containing the beer packages states 'more free delivery' and redirects to a related page. Below these pictures we find more products which are special or currently have discounts. They all redirect to pages with related information. Below these pictures we find a grey coloured banner which reminds the customers that they only have two weeks left to hand in their full cards ('Laatste 2 weken inleveren'). This is written on top of a yellow background which makes it stand out; however, it is the picture that reminds the customers of the fact that the full card relates to the tableware campaign as it is only written in small lettering to the left 'quickly hand it in and make complete your tableware' ('Lever 'm snel in en maak je servies compleet').

Below this grey area we find the standard options underneath the header 'Groceries' 'All kinds of Service' and 'Albert Heijn' ('Boodschappen', 'Allerhande', 'Service' and 'Albert Heijn'), which can be found on all Albert Heijn webpages. We see some logos of social media one can connect to, leading the visitor to the same social media accounts as from elsewhere on the site. At the bottom right the blue Albert Heijn logo pops out once again. Important to notice is the NIX18 sentence at the bottom reminding us of that alcohol cannot be purchased if the visitor is younger than 18 and identification can be asked for until the age of 25. It immediately reminds us of the fact that Albert Heijn operates in the supermarket industry.

It is on the bottom right, underneath the banner 'Albert Heijn' that we find fourth from the bottom up the word 'Sustainable' ('Duurzaam'), in small grey lettering – similar to all the other subheaders at the bottom of the page. When pressed upon it redirects one to the sustainability page of Albert Heijn which will be described thoroughly in a section to come.

5.5 Homepage of HEMA

In this section the ideational function of the HEMA homepage will be analysed. This relates to the interactive signs of the page and what they do/where they lead to.

The screenshot shows the HEMA homepage with a navigation bar at the top. The HEMA logo is on the left. The navigation bar includes links for 'fotoservice', 'tickets', 'verzekeringen', 'meer HEMA' klantenpas', 'cadeau', 'inspiratie', and 'Pasen'. On the right, there is a search bar with the text 'bijv. gebak, baby, dameskleding of wijn', an 'inloggen' button, a heart icon, a shopping cart icon with '0', and a link to 'onze klantenservice'. Below the navigation bar is a 'categorie kiezen' dropdown menu. A search bar contains the text 'bijv. gebak, baby, dameskleding of wijn'. To the right of the search bar are buttons for 'inloggen', a heart icon, a shopping cart icon with '0', and a link to 'naar winkels en openingstijden >'. Below the search bar is a banner with the text 'het is weer STAPEL OP STAPELEN! | ontdek alle aanbiedingen >'. On the left side, there is a vertical menu with icons and labels for 'baby', 'kind', 'dames', 'heren', 'mooi en gezond', 'vrije tijd en kantoor', 'wonen en slapen', 'koken en tafelen', 'eten en drinken', 'nieuw', 'stapel aanbiedingen', and 'sale'. The main content area features a large banner for 'STAPEL OP STAPELEN' with a 'shop nu' button. The banner shows a woman pushing a shopping cart filled with various items, including a panda plush toy. Text on the banner includes '3+1 GRATIS', '2+1 GRATIS', and '2 HALVE PRIJS'. To the right of the banner is a large graphic that says 'KOOP MEER KRIJG MEER DAT IS LEKKER STAPELEN'. Below the banner are two promotional boxes: one for 'alle handdoeken 3+1 gratis' and another for 'alle bedtextiel 2e halve prijs'. At the bottom of the page, there are three checkmarks with text: 'gratis thuisbezorgd vanaf 25-', 'gratis afhalen en retour in de winkel', and 'terugbrengen tot 30 dagen'.

The screenshot shows the HEMA homepage with a navigation bar at the top. The HEMA logo is on the left. The navigation bar includes links for 'fotoservice', 'tickets', 'verzekeringen', 'meer HEMA' klantenpas', 'cadeau', 'inspiratie', and 'Pasen'. On the right, there is a search bar with the text 'bijv. gebak, baby, dameskleding of wijn', an 'inloggen' button, a heart icon, a shopping cart icon with '0', and a link to 'onze klantenservice'. Below the navigation bar is a 'categorie kiezen' dropdown menu. A search bar contains the text 'bijv. gebak, baby, dameskleding of wijn'. To the right of the search bar are buttons for 'inloggen', a heart icon, a shopping cart icon with '0', and a link to 'naar winkels en openingstijden >'. Below the search bar is a banner with the text 'het is weer STAPEL OP STAPELEN! | ontdek alle aanbiedingen >'. On the left side, there is a vertical menu with icons and labels for 'baby', 'kind', 'dames', 'heren', 'mooi en gezond', 'vrije tijd en kantoor', 'wonen en slapen', 'koken en tafelen', 'eten en drinken', 'nieuw', 'stapel aanbiedingen', and 'sale'. The main content area features a large banner for 'STAPEL OP STAPELEN' with a 'shop nu' button. The banner shows a woman pushing a shopping cart filled with various items, including a panda plush toy. Text on the banner includes '3+1 GRATIS', '2+1 GRATIS', and '2 HALVE PRIJS'. To the right of the banner is a large graphic that says 'KOOP MEER KRIJG MEER DAT IS LEKKER STAPELEN'. Below the banner are two promotional boxes: one for 'alle handdoeken 3+1 gratis' and another for 'alle bedtextiel 2e halve prijs'. At the bottom of the page, there are three checkmarks with text: 'gratis thuisbezorgd vanaf 25-', 'gratis afhalen en retour in de winkel', and 'terugbrengen tot 30 dagen'. Below the navigation bar, there are four category navigation buttons: 'gebak >', 'babykleding >', 'kinderkleding >', and 'slapen >'. Each button has a corresponding icon. Below the category navigation buttons is a large banner for 'alle rompers 2+1, 3+2 en 4+3 gratis'. The banner shows several baby rompers in different colors and patterns. Text on the banner includes '2+1 GRATIS', '3+2 GRATIS', and '4+3 GRATIS'. A 'shop nu' button is located at the bottom right of the banner.

HEMA favorieten voor jou geselecteerd

<p>nieuw</p>  <p>damestrui donkergeel</p> <p>25,-</p>	<p>nieuw</p>  <p>damestrui zeegroen</p> <p>17,50</p>	<p>2* halve prijs</p>  <p>kinderjurk geel</p> <p>vanaf 13,-</p>	<p>2+1, 3+2, 4+3 gratis</p>  <p>romper grijsmelange</p> <p>5,-</p>	<p>2* halve prijs</p>  <p>dames skinnyjeans middenblauw</p> <p>19,- 10,-</p>
---	--	---	---	--

meer HEMA

spaar nu dubbele punten met iedere aankoop

- dat is dubbel zo snel een leuke aanbieding bij elkaar gespaard
- zoals extra korting of een gratis artikel
- en ontvang een gratis tompouce voor je verjaardag

[doe mee](#)

HEMA HEMA folder >

met de nieuwste acties en artikelen

Wil je weten welke aanbiedingen of nieuwe artikelen er zijn? Bekijk dan hier de meest actuele HEMA folder. Doe je favoriete artikel direct vanuit de brochure in je winkelmandje. En voor je het weet heb je je bestelling in huis.

[blader door de folder >](#)

hulp nodig?

- status bestelling
- bezorgen en ophalen
- ruilen en retourneren

bel onze klantenservice

020-224 2424

op werkdagen van 08.30 tot 21.00 uur
op zaterdag van 10.00 tot 18.00

vind een winkel

zoek een winkel bij jou in de buurt

vul postcode of plaats in

volg HEMA

[f](#) [t](#) [i](#) [p](#) [y](#) [t](#)

makkelijk betalen

[i](#) [c](#) [v](#) [p](#)

lees onze nieuwsbrief

populaire categorieën

dameskleding
meisjeskleding
jongenskleding
babykleding
wonen en slapen
wijn
gebak

meer voor HEMA fans

'meer HEMA' klantenpas
lees onze folders
HEMA op social media
inspiratie
nieuws

meer over HEMA

over ons bedrijf
werken bij HEMA
een duurzame HEMA
HEMA Foundation
HEMA zakelijk
klantenservice
actievoorzwaarden
saldo cadeaukaart opvragen

internationaal

HEMA België
HEMA Frankrijk
HEMA Duitsland
HEMA Engeland




privacy statement disclaimer copyright algemene voorwaarden cookies nix 18 NIX thuiswinkel waarborg

Figure 14: Homepage of HEMA

5.5.1 Ideational function

To the left of the webpage we find several headers displayed, namely that of 'baby', 'child', 'ladies', 'gentleman', 'beautiful and healthy', 'spare time and office', 'living and sleeping', 'cooking and dining', 'eating and drinking', 'new', 'special offers', and 'sale' ('baby', 'kind', 'dames', 'heren', 'mooi en gezond', 'vrije tijd en kantoor', 'wonen en slapen', 'koken en tafelen', 'eten en drinken', 'nieuw', 'aanbiedingen' and 'sale'). When hovering over the letters they turn light-blue, indicating interactivity and redirecting the customer to a page with relevant information when pressed upon. Next to these headers we find small pictures which illustrate the categories, such as a baby romper next to the header 'baby' and the locally well-known Tompouce pastry next to 'eating and dining'.

To the left of these headers we find the central point of the page. In the biggest colourful square it says in black lettering 'Stacking Piles' ('Stapel op Stapelen'). A woman is depicted riding a cycle which is filled with a large pile of products. Underneath this square we find two more special offers, namely

written with black lettering 'All towels' ('Alle handdoeken') and 'All bed-linen' ('Alle bedtextiel). With red lettering the discounts are presented, namely for the towels it is 3+1 for free and for the bed-linen the second one is half the price off.

All the way at the top we find the usual HEMA header. To the right we see the red HEMA logo, next to it a blue dropdown menu reading 'choosing a category' (categorie kiezen). When hovering over this dropdown menu the same categories appear as previously mentioned, which can be found to the left of the page with the related images. Next to this we have a search bar in which customers can search for a product or service – a dropdown menu appears when one types to make suggestions as to what one is searching for which saves the customer time. To the right we find the option 'login' ('inloggen') for all HEMA customers who have an account, a heart icon which when hovered over turns red and shows a menu with articles one might have saved, and the shopping cart is indicated in orange next to the heart and the amount of euros one has to pay is indicated (in this case that is 0,-). Above this we find in black lettering a number of services, namely: 'Photoservice', 'tickets', 'insurances', 'more HEMA customer card' ('fotoservice', 'tickets' 'verzekeringen', 'meer HEMA' klantenpas), and in blue lettering 'cadeau', 'inspiratie' and 'Easter' ('cadea', 'inspiratie', 'Pasen'). All the headers redirect the customers to pages with related information.

When scrolling further down we find four of the headers we have seen in the dropdown menu at the top and the menu with images to the left highlighted with coloured backgrounds and lettering in different colours, namely; 'pastries', 'baby clothing', 'children clothing' and 'sleeping' ('gebak', 'babykleding' 'kinderkleding' and 'slapen').

Underneath we once again find another highlighted special offer, namely that of baby rompers. Several rompers have been depicted along with black letters saying 2+1 for free, 3+2 for free and 4+3 for free. Beneath this banner it says in blue lettering 'HEMA favourites selected for you' – giving the customer a sense of being recognized as these items would supposedly have been selected especially for them. It depicts women's clothing and their price in black, and all the way to the right we find a pair of pants and the price is written in red which immediately indicates a price reduction to the customer.

Below these special offers we find two squares with a white background, the one to the left says 'more HEMA' ('meer HEMA') and the one to the right says 'HEMA flyer' ('Hema folder'). In the left picture several current offers for the customers are given, such as: 'Save double the points with every purchase' ('spaar nu dubbele punten met iedere aankoop') and 'and receive a free tompouce for your birthday' ('en ontvang een gratis tompouce voor je verjaardag'). These extra special offers are supposed to lure in the customer to become a HEMA member and obtain a HEMA customer card. When pressed upon the small blue banner 'Participate' ('doe mee'), the customer is redirected to a page especially designed for HEMA Customers. In the right square, in which the HEMA flyer is depicted, the customer is redirected to an online version of the current HEMA flyer.

Underneath this section we find a light blue banner with white lettering saying 'need help?' (with three options given underneath), 'call our customer service' (with the number of customer service and the opening hours) and 'find a store nearby' – the latter with a search bar and a small icon ('hulp nodig?', 'bel onze klantenservice', 'vind een winkel'). Below we find social media icons underneath

the lettering 'follow HEMA' ('volg HEMA') which all redirect to the HEMA pages on these social media. We see a header named 'Easy to pay' ('makkelijk betalen') with icons for different ways to pay. And we find a search bar in which the customer can type their email address if they want to receive the HEMA newsletter.

Below this section we still find four headers written in black, all with their further related options underneath, namely: 'popular categories', 'more for HEMA fans', 'more about HEMA' and 'international' ('populaire categorieën', 'meer voor HEMA fans', 'meer over HEMA', 'Internationaal'). It is under the banner 'more about HEMA' that we find third from the top-down, 'a sustainable HEMA' ('een duurzame HEMA'). It is not highlighted in any way and the customer would have to really search for it if they wanted to find the sustainability header on the homepage of HEMA.

Finally, at the bottom left we once more see the red HEMA logo, an icon of a Dutch web shop award for 2018-2019, and the following headers; 'privacy statement', 'disclaimer', 'copyright', 'general terms and conditions' ('algemene voorwaarden'), 'cookies', the NIX18 alcohol statement, and 'thuiswinkel waarborg' (an online shopping privacy tool) with their logo.

5.6 IKEA Sustainability webpage

With regard to the sustainability webpage of IKEA, both the ideational and interpersonal function will be analysed.



Duurzame toekomst

Bij IKEA willen we graag een positieve invloed hebben op mensen en de planeet. Zo is al onze katoen nu al van duurzame bronnen afkomstig en zijn we ook 100% over gegaan naar led. Het winnen van de Retail Sustainability Award 2017-2018 laat zien dat we op de goede weg zijn. We zijn echter nog lang niet klaar. Sterker nog, we warmen pas net op..

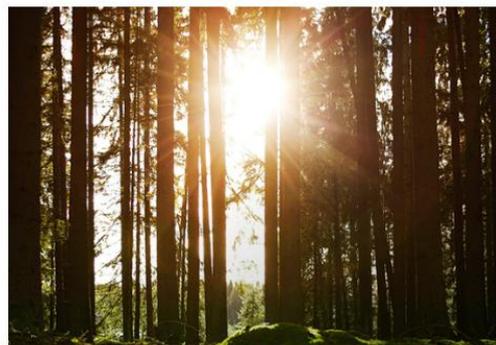


ALBERIC PATER
COUNTRY SUSTAINABILITY MANAGER

“We zijn bijzonder trots op het winnen van de Retail Sustainability Award. Duurzaamheid is voor veel mensen een steeds belangrijker thema en wij bieden graag producten en oplossingen waardoor zij thuis ook steeds gemakkelijker en goedkoper duurzaam kunnen leven.”

Lees het Duurzaamheidsrapport 2017 voor meer informatie

[Download >](#)



Klimaatverandering Actie is nodig

[Meer over klimaatverandering >](#)



De IKEA Foundation ondersteunt al vele jaren programma's van onder andere UNICEF en Save the Children zorgt zo voor een betere toekomst voor kinderen en hun families.

[Meer over mens & maatschappij >](#)



Bij IKEA hebben we producten en oplossingen die je niet alleen geld besparen maar bijvoorbeeld ook energie en water. Samen maken ze een groot verschil.

[Meer over thuis duurzaam leven >](#)

IKEA PRESENTEERT

100% voor een duurzame toekomst



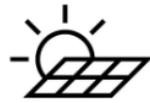
ENERGIE & GRONDSTOFFEN

Al heel lang maken wij meer uit minder. We hergebruiken ons afval zo veel mogelijk en kopen op verantwoorde wijze voeding en grondstoffen in. En omdat we volledig onafhankelijk willen zijn op het vlak van energie, maken we geleidelijk de overstap naar hernieuwbare energie.



76%

van al ons hout is afkomstig van duurzame bronnen



700.000

zonnepanelen op IKEA gebouwen



108

miljoen euro gedoneerd aan Save the Children, UNICEF & UNHCR



100%

van het katoen in onze producten komt van duurzamere bronnen



100% DUURZAAM KATOEN

Vanaf 1 september 2015 is alle katoen voor IKEA producten afkomstig van duurzamere bronnen. Een duurzamere katoenteelt verbruikt minder water, kunstmest en pesticiden, en verhoogt de winstmarge voor boeren.

Waarom duurzamer katoen belangrijk is

Katoen is een van onze belangrijkste grondstoffen. Je vindt het in veel IKEA producten, van zitbanken en kussens tot beddengoed en lampenkappen. Hoewel we zeer graag met katoen werken, voelden we ons niet goed bij het feit dat de traditionele katoenteelt vaak schadelijk is voor het milieu en de mensen die erbij betrokken zijn.

De traditionele katoenteelt verbruikt grote hoeveelheden chemicaliën en water en veroorzaakt vaak aanzienlijke gezondheidsrisico's voor de boeren, maar ook bodemerosie en waterschaarste. Aangezien katoen meestal wordt geteeld op kleine boerderijen in ontwikkelingslanden hebben veel boeren moeite om winst te maken.

Waarom duurzamer katoen belangrijk is

Katoen is een van onze belangrijkste grondstoffen. Je vindt het in veel IKEA producten, van zitbanken en kussens tot beddengoed en lampenkappen. Hoewel we zeer graag met katoen werken, voelden we ons niet goed bij het feit dat de traditionele katoenteelt vaak schadelijk is voor het milieu en de mensen die erbij betrokken zijn.

De traditionele katoenteelt verbruikt grote hoeveelheden chemicaliën en water en veroorzaakt vaak aanzienlijke gezondheidsrisico's voor de boeren, maar ook bodemerosie en waterschaarste. Aangezien katoen meestal wordt geteeld op kleine boerderijen in ontwikkelingslanden hebben veel boeren moeite om winst te maken.



Het verhaal van onze leveranciers

BEKIJK DE VOORBEELDEN



OFELIA VASS dekbedovertrek van duurzaam katoen

Actie ondernemen om de katoensector te transformeren

Meer dan tien jaar geleden begon IKEA stappen te ondernemen om de manier waarop katoen geproduceerd wordt te veranderen. Samen met het WWF en andere organisaties, hebben we geholpen bij de oprichting van het Better Cotton Initiative (BCI), dat ernaar streeft om de katoenteelt wereldwijd te verbeteren voor de boeren, het milieu en de toekomst van de sector.

Sinds 2005 hebben we samen met het WWF hard gewerkt om de katoenteelt duurzamer te maken. Door praktijkopleidingen en Farmer Field Schools hebben we samen met onze partners zo'n 110.000 boeren duurzamere teeltmethoden aangeleerd. Dankzij dit initiatief hebben de boeren minder kosten, stijgt hun winst en werken ze in betere omstandigheden.

MEER LEZEN

[Meer over IKEA en de WWF katoenprojecten](#)



WIJ ZIJN OVERTUIGDE HOUTFANS

We houden van hout omdat het duurzaam, vernieuwbaar en recyclebaar is. Als een van de grootste houtgebruikers in de retailsector zijn we voortdurend op zoek naar manieren om er zo zuinig mogelijk mee om te gaan.

Duidelijke normen voor verantwoord bosbeheer

Onze IWAY bosbouwnorm stelt duidelijke eisen aan al het hout dat gebruikt wordt in IKEA producten, waaronder een verbod op illegaal gekapt hout uit gebieden waar aan het bos gerelateerde sociale conflicten heersen of uit bossen met een hoge behoudswaarde. Alle leveranciers moeten aan de norm voldoen voor ze aan IKEA mogen leveren. Wij verbeteren onze relaties met de leveranciers aan de hand van certificatieaudits waarmee we de naleving controleren.

Bossen certificeren samen met WWF

IKEA en WWF werken sinds 2002 samen aan een geloofwaardige boscertificering. Dat omvat onder andere het in kaart brengen en beschermen van bossen met hoge behoudswaarde, met het oog op het behoud van de biologische en maatschappelijke waarde van het bos. We hebben geholpen het bosbeheer in Europa en Azië te verbeteren en hebben in de landen waar we samen actief zijn, bijgedragen aan de uitbreiding van de FSC®-gecertificeerde bosgebieden met ca. 35 miljoen hectare. Ter vergelijking: dat is ongeveer de oppervlakte van Italië.



STEVE HOWARD
CHIEF SUSTAINABILITY OFFICER

Hoe kan IKEA 'Forest Positive' zijn in 2020



BEKIJK VOORBEELDEN



TARVA ladekast van 100% FSC hout

De dingen weer herstellen als het misgaat

Een aantal jaren geleden ontdekten we vezels van tropisch hardhout in sommige van onze papierproducten. Dit is niet in overeenstemming met onze normen. Na een volledig onderzoek verbeterden we onze interne procedures om te voorkomen dat dit opnieuw gebeurt.

Zo'n vijf jaar geleden kwamen onze bosbeheerexperts de illegale kap van walnotenhout in China op het spoor. We hebben het gebruik van dit hout in onze producten toen stopgezet. Daarom is de MOLGER badkamerserie nu gemaakt van berken uit gecertificeerde bossen.



WATER

Zonder water kan niemand leven, maar schoon water is in sommige delen van de wereld een echte luxe. Daarom is zowel de beschikbaarheid als de kwaliteit van het water een belangrijk gegeven voor ons en onze leveranciers.

Samenwerken om water en energie te besparen in India

In sommige fabrieken in Zuid-India kan alleen voldoende water aangevoerd worden via een vrachtwagentraject van 50 km. En vaak verminderen ouderwetse machines en vervuild water de efficiëntie van het energie- en waterverbruik in de productie nog verder. Jansons, een textiellieferancier gevestigd in het Zuid-Indiase Erode, liet zich door de IKEA People & Planet Positive strategie inspireren en startte een partnershipproject om dit probleem aan te pakken. Er werden o.m. een systeem om afvalwater te recyclen voor het drukken en een nieuw verproces dat minder water verbruikt geïntroduceerd en er wordt nu op gelet dat de motoren alleen draaien wanneer nodig.

TOEKOMSTIGE GENERATIES

“

Ik wil ervoor zorgen dat mijn bedrijf niets doet dat het leven van toekomstige generaties bedreigt.

Shah S Alam, IKEA textiellieferancier in Bangladesh

”

“

Ik wil ervoor zorgen dat mijn bedrijf niets doet dat het leven van toekomstige generaties bedreigt.

”

Shah S Alam, IKEA textielleverancier in Bangladesh

BEKIJK VOORBEELDEN



RINGSKÄR waterbesparende kraan

Vooruit denken: hoe water sparen voor de toekomst?

"Toen onze samenwerking met IKEA startte hadden we al een zuiveringsstation om vervuiling te verwijderen uit ons afvalwater voor het terug in het milieu terecht kwam. Maar IKEA opperde dat we manieren konden bedenken om het afvalwater te verminderen en te hergebruiken."

"Zo gebruiken we nu na enkele eenvoudige aanpassingen afvalwater om de machines te koelen. Daardoor besparen we elke dag ca. 100 m3 water, genoeg om 15 olympische zwembaden per jaar te vullen! Binnen 5 à 10 jaar zullen de wetten in Bangladesh veranderen en zal iedereen zijn afvalwater moeten hergebruiken. Door met IKEA samen te werken hebben we een lengte voorsprong en onze klanten merken het verschil", zegt hij."

DUURZAAMHEID & IKEA



Zonnepanelen >

Zelf schone energie opwekken.



Leveranciers >

Wat is IWAY?



IKEA Foundation >

Betere kansen voor kinderen.

DUURZAAMHEID & IKEA



Zonnepanelen >

Zelf schone energie opwekken.



Leveranciers >

Wat is IWAY?



IKEA Foundation >

Betere kansen voor kinderen.



Klimaatverandering >

Ontdek meer over de geschiedenis en wat we nu allemaal kunnen ondernemen.



Afval >

Afval recyclen en slim omgaan met alle middelen is iets wat iedereen kan doen.



Eten met een goed gevoel >

Wij zetten volledig in op het inkopen van voeding op verantwoorde wijze.



iWitness
Verslagen van IKEA medewerkers



Batterijopladers
Altijd volle batterijen in huis



Klimaatcoalitie
Klimaatneutraal ondernemen

DOWNLOAD SUSTAINABILITY RAPPORTEN

Duurzaamheidsrapport 2017 (PDF)

Sustainability Strategy, People & Planet Positive (PDF)

INFORMATIE OVER CHEMICALIËN EN VEILIGHEID

Chemische stoffen - Algemeen (PDF) // Chemische stoffen in textiel (PDF)

Geperfluoreerde chemicaliën (PDF) // Wat is Bisphenol A, BPA? (PDF)

Formaldehyde (PDF) // MÅLA producten (PDF) // Lood (PDF)

Luchtjes en geurtjes (PDF) // Vlamvertragers (PDF)

AANRADERS

DUURZAAM GEPRODUCEERD



SOARÉ
placemat van
vernieuwbaar materiaal
€ 3.49 /st.



SÖDERHAMN
bank met kussenvulling
van pet-flessen
€ 579.- /st.



SINNERLIG
voorraadpot met
deksel van kurk
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RIMFORSA
standaard voor tablet
van bamboe
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IKEA / Duurzame toekomst



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Figure 15: IKEA The Netherlands sustainability webpage

5.6.1 Ideational function

The ideational function of a webpage relates to the interactive signs of the page and what they do. Syntagmatically, what first strikes when opening the IKEA sustainability webpage is how long the page is; there is a lot of information to be found. One's eye is immediately attracted by the banner on the top of the page saying '100% for a sustainable future' ('100% voor een duurzame toekomst') on top of a picture with windmills and accompanied by the ABN-AMRO (a Dutch bank) 'Retail sustainability award 2017-2018'.

At the top of the page we find the regular search menus, logos and hyperlinks as are used on every IKEA The Netherlands webpage, and this counts for the bottom of the page as well. As these have been analysed in the analysis of the IKEA homepage, these will not be analysed in this section again.

Underneath the top banner we find the header 'Sustainable future' ('Duurzame toekomst'), with an explanation of what this entails for IKEA. To the right we see a picture of a forest and in white the header 'Climate change' and in small lettering 'action is needed' ('Klimaatverandering', 'Actie is nodig'). In addition a banner can be found which says 'More about climate change' with an arrow. This is the first paradigmatic sign we find as it redirects to a page which more thoroughly describes climate change and what IKEA wants to do about it, how they can help etc.

Below this section we see a picture of Alberic Pater who is announced as the IKEA Country Sustainability Manager, with a quote in which he states the importance of sustainability and how proud they are about having won the Retail Sustainability Award. Next to this we find a picture of children dancing and holding hands. Presumably these children reside in one of the countries that the IKEA Foundation operates in as we can read about the foundation below the picture. As we read about the IKEA Foundation, the eye is really drawn to the thicker black header which reads 'More about people & society' ('Meer over mens & maatschappij'). The black arrow next to it indicates that it is a hyperlink, and when pressed upon the customer is redirected towards a page regarding human rights and the IKEA foundation. And next to this we see a smaller picture of a lightbulb which reads 'At IKEA we have products and solutions that won't just save you money but also for example energy and water' ('Bij IKEA hebben we producten en oplossingen die je niet alleen geld besparen maar bijvoorbeeld ook energie en water').

When scrolling further down the eye is drawn into another big eyecatcher, namely a video. It reads 'IKEA Presents; 100% for a sustainable future' ('IKEA presenteert; `100% voor een duurzame toekomst'). The big white circle with a black arrow in the centre indicates interactivity. When pressed upon a video starts playing about how the stores are sustainable (by using solar panels, and sorting their waste) and how their customers can be sustainable – by for example buying led-lamps, saving water by using sustainable taps, or by vegetarian options instead of meat. The clip ends with the slogan 'Attention makes everything more beautiful' ('Aandacht maakt alles mooier').

Below the video we see in thick black lettering 'Energy & Raw Materials' ('Energie & Grondstoffen'), with a short explanation underneath about the fact that IKEA reuses their waste and buys food and raw materials responsibly. Because they want to be completely independent when it comes to energy, they are gradually taking the step towards relying solely on reusable energy. Then we see four symbols, a tree trunk, a sun and a solar panel, two hands holding each other and resembling a heart, and a tree. Underneath each symbol numbers are given, indicating that 76% of the wood used stems from sustainable sources, 700.000 solar panels are used on top of IKEA buildings, 108 million euro has been donated to Save the Children, UNICEF & UNHCR, and 100% of the cotton in IKEA products comes from sustainable sources.

They elaborate on the latter point regarding cotton below with a picture of cotton and the header in black lettering saying '100% sustainable cotton' ('100% duurzaam katoen'), with an explanation about how from September 1st 2015 all cotton used in IKEA products come from sustainable sources. We find a smaller black header below saying 'Why sustainable cotton is of importance' ('Waarom duurzamer katoen belangrijk is'), with an explanation underneath about which products cotton is used in, and on how traditional cotton cultivation is harmful for the climate.

This is followed up by a video, which in white lettering is called 'IKEA and cotton; The story on our vendors' ('IKEA en katoen; het verhaal van onze leveranciers'). Paradigmatically, again the white circle with the black arrow in the centre communicates interactivity towards the page visitor. When pressed upon the video, about the cotton cultivation by IKEA in India, starts.

Below we find the header 'Have a look at the examples' ('Bekijk de voorbeelden') and see a picture of bedsheets made of sustainable cotton. When pressing the black arrow to either the right or left side,

two more products are shown. Namely, roller blinds and a sheep's pelt. When pressing on the picture of the products the customer is redirected to a page about the product on the IKEA website. To the right we can read the black header 'Taking action to transform the cotton sector' ('Actie ondernemen om de katoensector te transformeren'), with an explanation on what IKEA is doing to change the cotton sector. Below the pictures of the three products we see the header 'Read more' and 'More about IKEA and the WWF⁵ cotton projects' ('Meer lezen' and 'Meer over IKEA en de WWF katoenprojecten'). When hovering over the latter sentence the cursor changes, indicating interactivity. When pressed upon the visitor is redirected to the webpage of WWF, and it reads in big white letters 'WWF and IKEA'). Below this section on cotton we find a similar section on wood. To the left we see a picture of a forest and the header to the right reads in black lettering 'We are convinced woodfans' ('Wij zijn overtuigde houtfans') and they say that they are one of the biggest wood users in the retail sector and therefore they keep looking for sustainable ways to deal with the product. Below we see two smaller headers in black, namely 'Clear norms on reliable forest management' ('Duidelijke normen voor verantwoord bosbeheer') and 'Certificating forests together with WWF' ('Bossen certificeren samen met WWF'). Both are followed by an explanation on the matter.

This leads to the third video on the page, in similar style to the previous two. It reads 'Steve Howard Chief Sustainability Officer; How can IKEA be "Forest Positive" in 2020' ('Steve Howard Chief Sustainability Officer; Hoe kan IKEA "Forest Positive" zijn in 2020'). A question mark is lacking – it seems more likely that this is done to make it look more like a statement, something not to be questioned, rather than that the question mark is being left out due to poor grammar or design. In the video Steve Howards talk about how we have already lost half of the world's forest, about responsible forest management in a way that is good for nature, the environment and people, and how this influences forests all around the world. At the end of the video we see the WWF logo together with the statement 'Working with IKEA on cotton, forests and water' and the FSC logo⁶ with the slogan 'The mark of responsible forestry'.

Below we find, in similar fashion to the products on cotton, three examples of wooden products. Namely a drawer cabinet, a chair, and a stacking toy. When pressing on the picture of the products the customer is redirected to a page of the product in question on the IKEA website. Underneath this section we find several links regarding how IKEA deals with forest maintenance. Namely; 'Website Forest Stewardship Council', 'IKEA's position on palm oil' ('IKEA's positie op gebied van palmolie'), 'IWAY⁷ forestry norms and the norms of the Forest Stewardship Council' ('IWAY bosbouwnormen en de normen van de Forest Stewardship Council') and 'Sustainability strategy, People & Planet Positive' ('Duurzaamheidsstrategie, People & Planet Positive'). The first is a hyperlink to a website when clicked upon, the latter three are links to PDF documents with related information.

Underneath this section we find a similar section as the ones on cotton and wood, only this one is on water. In similar fashion as before we see a picture of water and to the right we see the black header 'Water' with an explanation below on why water is of importance. Below we see the header in

⁵ WWF refers to the World Wide Fund for Nature.

⁶ FSC refers to the Forest Stewardship Council.

⁷ IWAY is the IKEA code of conduct, first introduced in 2000. It specifies the requirements that IKEA places on suppliers of products and services and details on what they can expect in return from IKEA.

smaller black lettering that reads 'Working together to save water and energy in India' ('Samenwerken om water en energie te besparen in India'). Underneath we can read about how Jansons, a textile vendor in South-India was inspired by IKEA People & Planet Positive strategy and started a partnership to deal with the water use and waste problems. Below we see a quote by the textile vendor Shah S Alam ('I want to make sure that my company doesn't do anything that could harm future generations' – 'Ik wil ervoor zorgen dat het leven van toekomstige generaties bedreigt'), and the header above the quote reads 'future generations' ('toekomstige generaties').

Again we see example products, this time a water saving tap, a water saving dishwasher, and a timer that can help one take shorter showers. When pressing on the picture of the products the customer is redirected to the page of the product in question on the IKEA website. To the right of the picture we see a header in black lettering saying; 'Thinking ahead: how to save water for the future?' ('Vooruit denken: hoe water sparen voor de toekomst?'). Below the page visitor can read about how IKEA has helped the people in Bangladesh reduce and reuse wastewater at their water purifying station.

In the next section we see a big black header that says 'Sustainability & IKEA' ('Duurzaamheid & IKEA'). We find six pictures and every one of them has their own header which more or less states what we can see in the pictures. Underneath these headers there is a one-sentence explanation on the subject. The headers are; 'Solar Panels', 'Distributors', 'IKEA Foundation', 'Climate Change', 'Waste', 'Food with a good feeling' ('Zonnepanelen', 'Leveranciers', 'IKEA Foundation', 'Klimaatverandering', 'Afval' and 'Eten met een goed gevoel'). When pressing on an image or header the page visitor is redirected to a page with information on the matter.

Below this section we see three more small pictures, that of a child, one of a battery charger and one of a forest. The headers read 'iWitness', 'Batterychargers' ('Batterijopladers') and 'Climate coalition' ('Klimaatcoalitie'). All these phrases are hyperlinks to a page with related information. Below we find links to a sustainability report and information on chemicals and security. They are all PDF documents which customers can read.

Finally, we see a header with big black lettering saying 'Produced in a sustainable manner' ('Duurzaam geproduceerd'), and above in smaller letters it says 'recommendations' ('aanraders'). It shows four products, what they are called and their price, and when pressing on either the left or right arrow four new products appear. When pressed upon the customer is redirected to the IKEA pages of these products.

5.6.2 Interpersonal function

What strikes first is the fact that the 'Retail sustainability award' must be of importance to IKEA as it is highlighted specifically in the top banner. Syntagmatically, it tells the page visitor that sustainability is a very important topic to IKEA if they are able to win an award on it and display it in an obvious manner on their website. What is also curious is why they have written '100% for a' in thick white lettering and 'Sustainable future' not. Perhaps to indicate that sustainable means less is more? Also, below, in 'Sustainable future' ('Duurzame toekomst') 'sustainable' is written in thick black lettering whereas 'future' is not. This is most probably done to highlight for the customer what to focus on. Paradigmatically, this shows the one-directionality of the webpage wherein the author is communicating towards their customer in a one-way manner.

The page in its totality is long and quite dense; it comes across as if there is a lot of information they want to share about everything they do in this area and they've tried to mould all of it into one page. This is interesting to the customer who really has an interest in these matters and wants to know everything there is to know about this matter within the IKEA company. However, for customers who by accident or out of mere curiosity enter the page it might come across as quite intimidating to have to go through all of this information. They might scroll and look at the symbols and pictures or press on a video, but there might be too much text and products involved for them.

There are of course also elements on the webpage that are inviting for a customer such as the colourful pictures and the symbols with clarifying numbers. But it is the amount of text that remains overwhelming. The way they explain the three different elements (cotton, wood and water) is done in a similar fashion but it is only upon reading the respective sections thoroughly that this is noticed. On the one hand the website thus provides an overview, on the other it is quite repetitive.

Overall, the webpage is well-designed and professional. Based on the analysis the target audience seems to be customers who are genuinely interested in sustainability and want to learn more about it. For a new page visitor it is quite a dense page with too much text.

5.7 IKEA Breda Sustainability Webpage

In this section both the ideational and interpersonal function of the IKEA Breda sustainability webpage will be analysed. The first refers to the interactive signs of the page and what they do, the latter corresponds to the relations/identities projected by the sign/sites about the author and the use of text.

IKEA Breda

IKEA Breda
Andere vestiging ▼ OK

Bart Delsing
Storemanager



Mens en milieu bij IKEA Breda

Sustainability shop

Bij IKEA willen we graag een positieve invloed hebben op mensen en de planeet. Kom je ook kijken in de Sustainability shop bij IKEA Breda? Hier wordt verteld wat IKEA wereldwijd doet maar ook wat IKEA Breda lokaal doet op het gebied van duurzaamheid.

We zijn echter nog lang niet klaar. Sterker nog, we warmen pas net op..



MAAK THUIS EEN VERSCHIL

Duurzaamheid thuis

Duurzaamheid is geen luxeartikel, maar iets dat iedereen zich zou moeten kunnen veroorloven. We mogen miljoenen bezoekers ontvangen in de winkel en zo willen we veel mensen de mogelijkheid geven om thuis een duurzamer leven te leiden.



IKEA
FAMILY 15%
KORTING
VOOR IKEA FAMILY LEDEN

Zelf schone energie opwekken

Samen met Solarcentury maken we het makkelijk voor je



Bespaar geld tijdens het koken

Het fijne van inductie kookplaten is dat de energie direct wordt overgebracht naar de pannen, zodat er maar weinig warmte verloren gaat. Bovendien zijn ze razendsnel, zodat het eten sneller op tafel staat en de energierekening lager wordt.

[Bekijk ons inductie assortiment >](#)



Verser voedsel en minder afval

We zijn voortdurend bezig met het zoeken naar technologieën en oplossingen waardoor onze koelkasten voedsel nog langer vers houden en die het eenvoudiger maken om je maaltijden te bewaren. De ISANDE inbouw koelkast/ vriezer is zo ontworpen dat de inhoud goed zichtbaar en makkelijk toegankelijk is. Door het A++ energielabel verbruik je minder energie en bespaar je dus op je energierekening.

[Meer over koelkasten met A+ t/m A+++ energielabel >](#)

Swedish Food Market

In de Swedish Food Market vind je typisch Zweedse gerechten. Van makkelijk en kant-en-klaar tot losse ingrediënten waarmee je thuis de lekkerste maaltijden kan maken.



Vegetarische balletjes

Onze veggieballetjes zitten boordevol verse ingrediënten als kikkererwten, erwten, wortelen, paprika, mais en boerenkool. Je geniet van een voedzame maaltijd vol proteïnen en andere voedingsstoffen. Bovendien hebben de groenteballetjes een kleinere CO2-voetafdruk. Kortom: een superlekker alternatief voor onze beroemde gehaktballetjes en heerlijk om thuis klaar te maken.



Duurzame zalm

Gezonde, lekkere vis voor gezonde, blije klanten. Met het oog daarop nam IKEA deel aan een dialoog met milieu-experts uit de hele wereld rond de ontwikkeling van normen voor een verantwoorde zalmkweek die beter is voor de vissen en het milieu. Alle IKEA zalm is afkomstig van kwekerijen met ASC-certificering (Aquaculture Stewardship Council).

[Meer over duurzaamheid thuis](#)

Energie & hulpbronnen

Al heel lang maken wij meer uit minder. We hergebruiken ons afval zo veel mogelijk en kopen op verantwoorde wijze voeding en grondstoffen in. En omdat we volledig onafhankelijk willen zijn op het vlak van energie, maken we geleidelijk de overstap naar hernieuwbare energie.



LED lampen, 85% minder energie, is dat niet briljant?

Vanaf September 2015 vind je alleen nog maar led-lampen in het IKEA assortiment. Waarom? Omdat led-lampen 85% minder energie verbruiken en gaan tot 20 keer langer mee dan gewone gloeilampen. Door over te stappen op led-verlichting bespaart iedereen veel geld en energie.

[Bekijk ons LED assortiment >](#)



Bespaar elke dag water en geld: gebruik een vaatwasser

Het is meer water- en energiebesparend om een vaatwasser te gebruiken dan om met de hand af te wassen. Het is ook hygiënischer, omdat de vaatwasser efficiënter afwast. Alle IKEA vaatwassers hebben energieklassen A+ tot A++.

[Bekijk onze A+ en A++ vaatwassers](#)



Herlaad hier

Bij IKEA Breda kun je je auto of fiets opladen. Wij beschikken over 4 oplaadpunten die je kunt gebruiken op maandag t/m zaterdag van 09.00 - 22.00 en op zondag van 10.00 tot 19.00. Hiermee willen we mensen aanmoedigen om op een milieuvriendelijke manier naar onze winkel te komen.



Koopjeshoek

IKEA Breda streeft ernaar zoveel mogelijk te recyclen, te repareren en te hergebruiken. Daarom vind je in de Koopjeshoek zowel onbeschadigde als licht beschadigde meubels en accessoires met een korting tot -70%. Je vindt onze Koopjeshoek in het Zelfbedieningsmagazijn, rechts voor de kassa's.

[Meer over energie en hulpbronnen](#)

Mens & milieu

Elk kind heeft recht op een thuis, een gezonde start in het leven, goed onderwijs en een leefbaar gezinsinkomen, ongeacht de omstandigheden waarin het leeft. De IKEA Foundation ondersteunt al jaren programma's van organisaties als UNICEF, War Child en Save the Children, die kinderen uit de armste gemeenschappen van de wereld een betere toekomst willen bieden.



Een goede buur zijn

IKEA Breda geeft graag mensen met afstand tot de arbeidsmarkt een kans. Hierom is IKEA Breda een samenwerking aangegaan met de Stichting Prisma. Stichting Prisma biedt een uitgebreide ondersteuning en zorg aan mensen met een (verstandelijke) handicap.



Knuffels voor het Amphion ziekenhuis

Klanten hebben tijdens de Let's Play for Change campagne, een campagne waarin het fundamentele recht van ieder kind om te spelen en zich te ontwikkelen centraal staat, meer dan 100 knuffels gedoneerd voor het Amphion Ziekenhuis. IKEA Breda heeft het aantal knuffels verdubbeld en langsgebracht bij de kinderafdeling van het Amphion Ziekenhuis.



Winkelinformatie



Hier vind je openingstijden, adres en informatie over IKEA Breda.

[Over IKEA Breda](#)

Aanbiedingen



Profiteer van de laatste aanbiedingen.

[Bekijk onze aanbiedingen](#)

Services bij IKEA Breda



Hulp nodig met monteren, installeren of bezorgen?

[Bekijk onze services](#)

IKEA Family



Als IKEA Family lid profiteer je van verschillende aanbiedingen en voordelen.

Klantenservice

Veelgestelde vragen & contact
Volg je bestelling
Alle services
Ruilen & retourneren
Garanties
Montageservice

Online winkelen

Betalen
Bestellen
Bezorgen & kosten
Online bestellen & ophalen
IKEA reviews

Handige links

Online planners/ontwerpen
Catalogus & brochures
Cadeaukaart
Aanbiedingen
Wooninspiratie
Apps en mobiele site
Aanmelden nieuwsbrief
IKEA Family

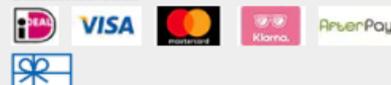
Dit is IKEA

Het IKEA concept
Duurzaamheid
Over de IKEA Group
Democratisch design
Zonnepanelen
Laatste nieuws over IKEA
Privacybeleid
Cookiebeleid

IKEA Vestigingen

Openingstijden
Alle vestigingen
Restaurant
Swedish Food Market

Betaalmethodes



Werken bij IKEA

Uppdrag
Vacatures

Ikea.com wordt door haar klanten met 4.9 uit 5 sterren gewaardeerd op basis van 5569 [beoordelingen](#).

© Inter IKEA Systems B.V. 1999-2018 | [Privacybeleid](#) | [Cookiebeleid](#) | [Algemene voorwaarden](#) | [Gebruikersvoorwaarden](#) |

Figure 16: IKEA Breda Sustainability webpage

5.7.1 Ideational function

As the top banner of the IKEA webpage has already been analysed in the IKEA homepage section, it won't be incorporated in this part again. The same counts for the menu with the seven options provided to the right of the webpage. Also, the bottom menu won't be analysed again as this has also been done before.

Syntagmatically, the eye is drawn to two larger pictures at the top and centre of the page. It says 'Humans and environment at IKEA Breda' ('Mens en milieu bij IKEA Breda') in white lettering on top of a picture of windmills on a plain near the ocean. The second picture states in white lettering 'Make a difference at home' ('Maak thuis een verschil') and shows different pots and plants, a dishwasher, a tree, food and so on. It depicts a homely setting. Paradigmatically, however, the pictures have no function as they aren't hyperlinks.

Above the first picture, the page visitor can see that it says IKEA Breda in slim, grey lettering. Below, on the left side there is a menu and in the search bar it says 'Other location' ('Andere vestiging'). A dropdown menu appears when the bar is pressed on, providing all the other IKEA stores in the Netherlands from which a page visitor could choose. To the right we see a picture of the store manager with his name.

In between the two pictures the page visitor can see a header saying 'Sustainability Shop' and it is stated that IKEA wants to have a positive influence on People & the Planet and whether the visitor wants to come and have a look at the sustainability shop in Breda. However, the header doesn't seem to refer to anything. There is no picture of any shop, so it is hard to know what the statement really is about. The text says that here one will be told what IKEA does worldwide, but also what IKEA Breda does on a local scale with regard to sustainability. But what 'shop' entails remains vague for the page visitor. Is it an additional shop within the store? Can one buy things there?

Underneath the second picture we can read the header 'Sustainability at home' ('Duurzaamheid thuis'). It says below that sustainability is not a luxury item, but something which everyone should be able to afford. As IKEA is able to receive millions of customers in their stores they want to give customers the opportunity to live a more sustainable life at home. This section is followed by two pictures: one of a house with solar panels which it also says in white lettering, and another of a yellow rectangle with the orange IKEA FAMILY card to the left saying 15% discount for IKEA FAMILY members. On top of the yellow square it says 'Generate clean energy yourself; together with Solarcentury we make it easy for you' ('Zelf schone energie opwekken; samen met Solarcentury we make it easy for you'). A page visitor might assume that Solarcentury has something to do with solar panels but what exactly isn't clarified on this page.

Below we see a symbol of a lightning bolt and to the right it says 'Save money while cooking' ('Bespaar geld tijdens het koken'), with a short explanation on induction stoves and a hyperlink in blue saying 'Have a look at our induction assortment' ('Bekijk ons inductie assortiment'), accompanied by a small blue arrow. Paradigmatically, this is the first interesting thing we see on the page. Namely, a hyperlink to the IKEA The Netherlands webpage with their assortment of induction stoves. The same counts for the next icon, that of a fridge with muscular arms. The header says 'Fresher food and less waste' ('Verser voedsel en minder afval'), and underneath there is a small

story about technologies they are continuously looking for to develop their fridges. Again, with a blue hyperlink accompanied by a small blue arrow, the link reads 'More about fridges with A+ up until A+++ energy label' ('Meer over koelkasten met A+ t/m A+++ energielabel').

Then we find a header named 'Swedish Food Market', after which our attention is drawn to two pictures – one of vegetarian meatballs and one of salmon. No surprise, the headers read 'Vegetarian meatballs' and 'Sustainable salmon'. We can read briefly about how we can find typical Swedish dishes in the Swedish Food Market, what vegetarian meatballs are made out of, and how IKEA salmon comes from a salmon farming industry. Below in blue lettering we find a hyperlink named 'More on sustainability at home' ('Meer over duurzaamheid thuis'). It links to a page by IKEA The Netherlands on specific things one can do at home with regard to sustainability. Some examples are given such as waste recycling, certain cooking pans and pots, lightning, and so on.

Next we see a header in black lettering saying 'Energy & resources' ('Energie & hulpbronnen'). Then the eye is drawn to four symbols – a white heart, a blue waterdrop, a green plug and letter P, and a green recycling symbol. In the same order, the headers say; 'LED lamps, 85% less energy, isn't it brilliant?', 'Save water and money every day: use a dishwasher', 'Recharge here', 'Bargain corner' ('LED Lampen, 85% minder energie, is dat niet briljant?', 'Bespaar elke dag water en geld: gebruik een vaatwasser', 'Herlaad hier', 'Koopjeshoek'). They all have some sentences with explanations on the topic beneath their headers. Only the LED lamp section and water section have blue hyperlinks, linking to the LED- and dishwasher assortment on the IKEA The Netherlands webpage. Also below this section we see a blue hyperlink saying 'More about energy and resources' ('Meer over energie en hulpbronnen').

Then we find a header saying 'Humans & environment' ('Mens & Milieu'). Underneath it is an explanation on how IKEA has worked together with organisations such as UNICEF, War Child, and Save the Children for a long time. We then see two logos, that of Prisma with the header 'Being a good neighbour' ('Een goede buur zijn') and Amphia with the header 'Stuffed toys for the Amphia hospital' ('Knuffels voor het Amphia ziekenhuis'). Prisma helps people with an intellectual disability and at IKEA these people are offered work. With regard to the Amphia hospital, IKEA has donated over 100 stuffed toys to the Amphia hospital by hosting a Let's Play campaign in the store. During this campaign customers could purchase a stuffed toy and IKEA would double the amount of toys and give them to the hospital.

We then come across another picture of a plain with the text in black lettering saying 'Workshops and activities! At IKEA Breda we organise workshops and activities on a regular basis with regard to sustainability. Press here for all activities and sign up!' ('Workshops en activiteiten!; Bij IKEA Breda organiseren we regelmatig workshops en activiteiten op het gebied van sustainability. Klik hier voor alle activiteiten en schrijf je in!'). Paradigmatically, when the visitor presses on the banner they are redirected to a page on which they can sign up for certain workshops and in-store activities.

All the way at the bottom we find three blue logos on store information, sale offers, services at IKEA Breda and the IKEA Family card. All are hyperlinks to pages with related information.

5.7.2 Interpersonal function

In this section the Interpersonal function will be analysed. This corresponds to the relations/identities projected by the sign/sites about the author and the use of the text.

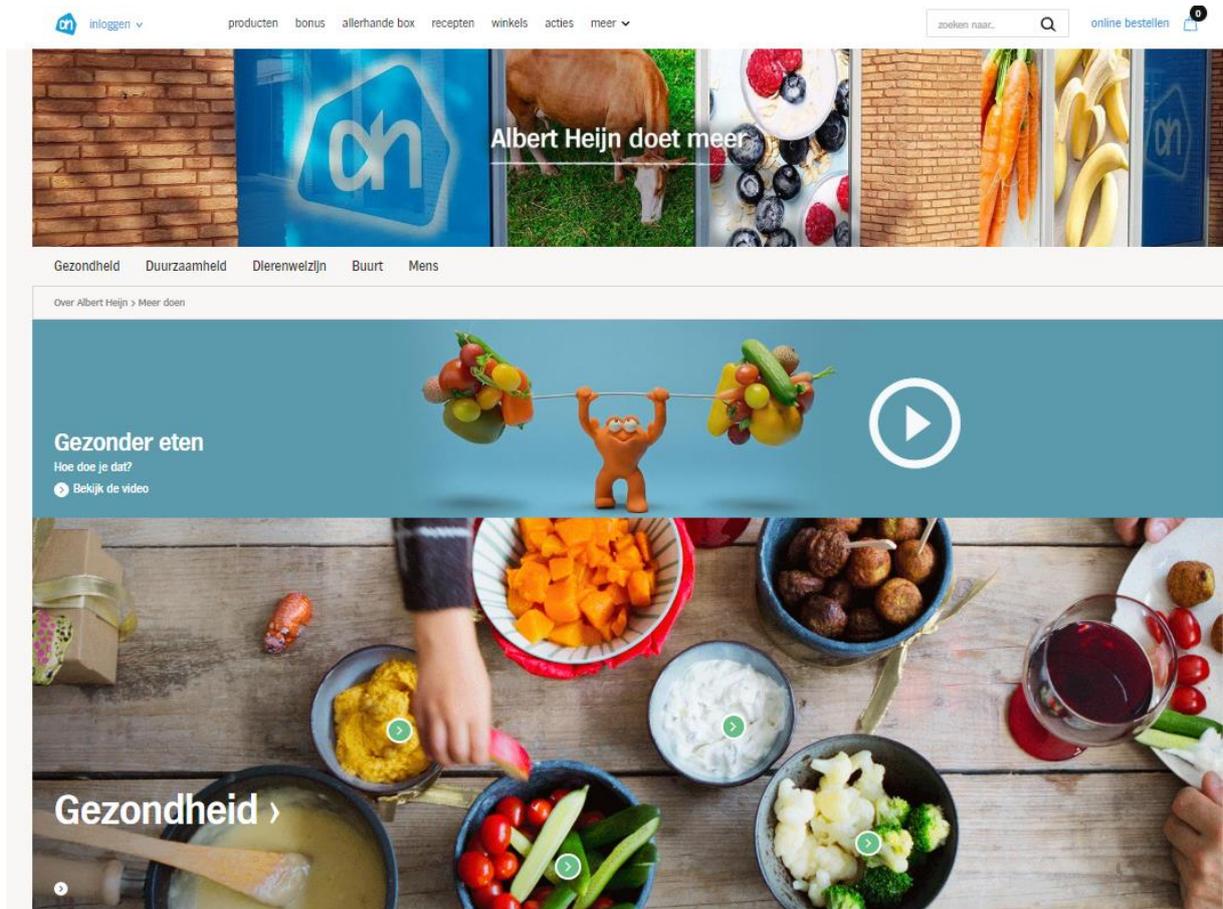
As it is clearly stated at the top that this is the IKEA Breda store, this communicates that this website is one out of many – meaning that it belongs to something bigger, and that there are multiple other stores to choose from. This is the first distinct difference between the IKEA Breda sustainability webpage and that of IKEA The Netherlands. Similarly to the IKEA The Netherlands webpage, this page is also one-directional as it is IKEA communicating towards their customer in a one-way manner. There is no possibility for interaction or comments from the page visitor. There is interactivity in the sense that one can click upon the pictures and be redirected to another page with related information. But there are no video clips or moving symbols or graphics on the page. In this sense, the page is less inviting than the previous ones.

Also this page is quite long; however, the pictures and amount of text seems to be balanced and is not overwhelming to the page visitor. In fact, the page appears to be quite simple and not as complicated as the sustainability pages previously discussed. In this sense, it seems as if less effort is put in this local website than in the others. However, this is not necessarily entirely negative as the content is easy to follow for the page visitor who wants to know what is going on with regards to sustainability in the IKEA Breda store specifically.

5.8 Albert Heijn Sustainability Webpage

5.8.1 Ideational Function

What strikes when first looking at the sustainability page of Albert Heijn is how colourful and vibrant it is. The eye is attracted towards the head banner and the central section – it is only the bottom banner which is coloured in white which seems to not attract much attention.





Welkom bij
Albert Heijn

In de buurt >



Onze mensen >



Duurzaamheid >



Dierenwelzijn >

Gezonder eten

Hoe doe je dat?
[▶ Bekijk de video](#)



Lekker Bezig!
Gezonde voeding
Initiatieven
Allergenen

[Over Albert Heijn](#) > [Meer doen](#) > [Gezondheid](#)

Gezonder eten en leven

Albert Heijn heeft met ruim 950 winkels het grootste aanbod in lekkere, gezonde, duurzame en betaalbare producten en vult dagelijks zo'n vijf miljoen borden. Ons doel: klanten en medewerkers helpen bewuster te eten en leven. Dit doen we met ons grote assortiment in verse producten, door te informeren over gezondere keuzes én door inspiratie te bieden voor een actievere leefstijl.



- ✓ Steeds meer gezondere producten zoals de pureersoepen en snackgroenten
- ✓ Steeds meer producten gereduceerd in suiker, zout en verzadigd vet
- ✓ Suikerwijzers op ontbijtgranen, zuivel en frisdranken
- ✓ Gezonde inspiratie via Apple Today en campagnes zoals Lekker Bezig
- ✓ Lekkere en gezonde recepten van Allerhande

Gezonde voeding

Minder zout, suiker en geen onnodige toevoegingen, hierin nemen wij het voortouw



[▶ Meer over gezonde voeding](#)

De nieuwe Allerhande vol gezonde recepten

Allerhande heeft een zeer uitgebreid aanbod aan gezonde recepten



[▶ Ga naar Allerhande](#)

Kinderen

We organiseren verschillende initiatieven voor o.a. de gezondheid van kinderen



[▶ Meer over initiatieven](#)

Allergenen

We geven complete allergie-informatie op onze Eigen Merk producten



[▶ Meer over allergenen](#)

Boodschappen	Allerhande	Service	Albert Heijn
Producten	Recepten	Klantenservice	Acties
Merken	Allerhande Box	Mijn AH	Nieuwsbrief
Bonus	Video's	Mijn Bonus	Adverteren
Winkels	Thema's	AH Fotoservice	Pers
Online bestellen	Mijn recepten	AH Mobiel	Over AH
Bezorgservice	Kids	Cadeaukaarten	Werken bij AH
Pick Up Points	Magazine app	Stomerij	IT vacatures
Zakelijk	Over Allerhande	Postservice	Werken bij AH Online
Appie app		Loterijen	AH merken
Appie Assistent		Ticketservice	Kwaliteitsgarantie
Wijnvinder		Zelfscannen	Duurzaam
AH Bezorgbundel			Meer over producten
			AH Foundation
			AH België



[Gewoon bij Albert Heijn](#) 

[Algemene voorwaarden](#)
[Bonusvoorwaarden](#)
[Privacybeleid](#)
[Cookiebeleid](#)
[Over AH](#)
[Kwetsbaarheid melden](#)


 25 jaar? Laat je legitimatie zien • 18 jaar verkopen wij geen alcohol  Thuiswinkel waarborg

Figure 17: Albert Heijn sustainability webpage

Both syntagmatically, meaning within the page, and paradigmatically, referring to the optional realization, there are many things to be found. What immediately strikes are all the colours, and it is not until the visitor starts analysing the page that their eyes will catch the white lettering at the top saying 'Albert Heijn does more'. The lettering is depicted on top of pictures that show a brick wall, the Albert Heijn logo, yoghurt and berries, another brick wall, carrots, bananas and the logo once more. Above and underneath these pictures the less important headers can be found in small grey and blue lettering. At the top we find the small blue Albert Heijn logo and beside it we see a log-in

function with a dropdown menu leading to several hyperlinks when hovering with the cursor on top of it. Any customer can create their own personal Albert Heijn account. Next to it we find in small grey lettering the header 'products', 'bonus', 'allerhande box' ('All Kinds Of Box'), 'recipes', 'stores', 'discounts' and 'more' – the latter has its own dropdown menu and the others are all hyperlinks leading to pages with related information.

Underneath the top banner we can find headers with topics related to sustainability, namely 'Health' ('Gezondheid'), 'Sustainability' ('Duurzaamheid'), 'Animal welfare' ('Dierenwelzijn'), 'Neighbourhood' ('In de buurt'), and 'Our people' ('Onze mensen'). When pressing on these headers the visitor is redirected to a webpage with information related to these topics. This means that there is more information to be found on several sustainable topics within the Albert Heijn company, but they have chosen to only focus on some issues on this main sustainability page. What should not be overlooked is the very small lettering saying 'About Albert Heijn', above the blue banner, which also is a hyperlink.

When focussing on the centre section of this webpage we first and foremost see all the bright colours which are used and seem to evoke positivity with regards to this subject. We see vegetables, fruit, people who bike and exercise, even the small orange figure at the top works out by using veggies and fruit. While they could have chosen to use a human who works out, they chose to use a vegetable 'monster' which has something funny to it. It gives the visitor the feeling that whatever sustainability is, it is bright, colourful, positive and fun. When translated directly Albert Heijn's intention could be to show that sustainability is fun.

At the top near the vegetable monster, it says in white lettering 'Eating healthy' and in small lettering underneath 'How can you do it?', 'watch the video'. By pressing the link or the picture a video screen appears which shows a video that tells the visitor about how people make eating healthy seem difficult nowadays, but that's it is actually quite normal. They talk about how Albert Heijn has reduced the amount of salt, sugar and saturated fat in their products. They have introduced products that contain more vegetables and will double their 'whole grain' product range. In addition, they have added signs in the store which tell the customer how much sugar a product contains and refer to their website on which they can see what products contain and what are the healthier options to choose from. They end the video by saying that Albert Heijn is the store with the largest assortment of healthy products and want to help the customer retain a healthy lifestyle in the future. Their slogan is 'Eating Healthier, Eating Tastier'. Also the video is colourful, showing scenes in households, an Albert Heijn store and the veggie monster is depicted in the end lifting his veggie weights.

Underneath this picture we see a picture of food. There are four small green circles with arrows which indicate hypertextuality and interactivity. When pressing the circles or the picture itself one is redirected to a page with related information. Every arrow sends the visitor to the same webpage, which means that pressing one of the arrows would be enough and pressing all is unnecessary. Therefore including all the different arrows seems redundant and this is frustrating for the visitor of the website who expects to be redirected to different pages when pressing the different arrows. In addition, when hovering over the different arrows, related topics appear, namely 'Healthier products', 'Allergens', 'Children', and 'Healthy recipes'.

The same formula is used for the 'Sustainability', 'Animal Welfare', 'Neighbourhood', and 'Our People' underneath. Similarly to the section with the food picture, all pictures contain circles with arrows redirecting one to a page with related information. It does not matter which arrow the visitor presses on as they all hyperlink to the same page. This is a very frustrating design for the customer who wants to be shown new information every time they press a different arrow.

At the bottom we see the 'standard' options which the Albert Heijn website always provides no matter what page one is currently on. We see some logos of social media the visitor can connect to, leading the visitor to the same social media accounts as elsewhere from the site – there are no specific 'sustainability' social media pages they lead to. At the bottom right the blue Albert Heijn logo pops out once again. Important to notice is the NIX18 sentence at the bottom reminding us once again of the fact that alcohol cannot be purchased if one is younger than 18 and that Albert Heijn operates in the supermarket industry.

Ideationally, the page is very dense with pictures and interactive signs. Almost all the signs which indicate hyperlinks are coloured circles with arrows on which can be pressed. Before pressing, by merely hovering over the arrows, options are shown in a small dropdown menu with related information which when pressed on redirects the visitor. For 'Health' these options have been mentioned earlier, and for 'Sustainability' these options are 'Sustainable ambitions', 'Impact on environment', 'Packaging and plastic', 'Good for animals', 'Food waste', and 'Sustainable products'. For 'Animal welfare' the options are 'Chicken', 'Eggs', 'Cow/calf', 'Pig', and 'Fish'. For 'Neighbourhood' these options are 'Elderly and contact', 'Youth and work', and 'clean and safe'. Finally, for 'Our People' these options are 'Purchase more responsibly' and 'Employees'.

On the one hand it is good that the webpage is interactive, on the other it would have made the webpage more interesting if every arrow led to a new pop-up screen or towards new information. Now that they all lead to the same page where the information of all relating arrows can be found the interactive element – and how interactive it comes across as when first looking at the page – is toned down.

5.8.2 Interpersonal Function

The well-designed webpage with colourful pictures and links suggests that it is a professional website. The lettering is in a clear font and coloured white as to stand out in front of the bright pictures. All of the links redirect the visitor to pages with information on sustainable matters within the Albert Heijn company. As mentioned in the previous section, the six social media logos at the bottom of the page indicate a social network.

The power of this page of the website is very much one-directional. It is all information regarding Albert Heijn that the visitor can find and is supposed to inspire them. There are no options for the visitor of the page to comment on the content. There also are no advertisements to be found on this webpage, it is solely about the company of Albert Heijn. The links that redirect the visitor to related information more or less sends them to a webpage with an overview of the options one pressed on or could have pressed on and these are again links to related information on the subject. The visitor thus has this bright coloured 'cover page' regarding sustainability, which will redirect them twice before they end up finding the elaborate information. This page can therefore be deemed as a beautiful and colourful front after which one has to dig in order to find what one is looking for. However, if the visitor came to this webpage without intending to, the bright pictures might serve their purpose by attracting their attention and luring them further in.

What is also striking is the Benetton strategy that Albert Heijn has taken on. This strategy refers to the clothing company Benetton, which in 1985 launched an advertising campaign with a new line of representations linked to the slogan 'United Colors of Benetton'. They used symptoms of transgression which could be found in themes within the representation, most particularly the differently coloured people (Shapiro, 1994 in Falk, 2013, p.64). Also in the pictures used by Albert Heijn we find people who are ethnically diverse, and this enhances the target group which can be reached as more people will find the picture identifiable. The same goes for gender, as both men and women are represented in the pictures. Age could potentially play a role as well. In the picture that shows a street with people biking and walking we see adults. Whereas, in the lower picture we see teenagers in an Albert Heijn uniform – this may potentially attract youngsters to come and work for Albert Heijn.

Also, we should be aware of the fact that Albert Heijn purposively shows a picture of a woman biking, rather than someone driving a car, to enhance their sustainable image on this page. Also, the picture with the cows in the field paints an idyllic agricultural scene from the previous century, rather than the mass production we have nowadays.

5.9 HEMA Sustainability webpage

What follows in this section is the analysis of the HEMA sustainability webpage, both with regard to the ideational- and interpersonal function.

The screenshot shows the HEMA sustainability webpage. At the top, there is a navigation bar with the HEMA logo, the URL 'hema.nl', and a menu with 'duurzaamheid' (sustainability) selected. Other menu items include 'duurzaamheidsverslag', 'veelgestelde vragen', and a language selector set to 'Nederlands'. On the right, there is a search bar labeled 'onze klantenservice' and an 'inloggen' button.

duurzaamheid

- nieuws
- beleid en strategie
- grondstoffen
- productie
- samenleving
- veelgestelde vragen

A large circular illustration depicts a sustainable supply chain: a worker with a recycling symbol, a HEMA store, a person with a shopping bag, a person with a recycling symbol, and a person with a recycling symbol. A 'bekijk video' button is overlaid on the circle.

nieuws

grondstoffen

een HEMA product bestaat uit duurzame materialen

We proberen de impact van onze producten te verlagen door op zoek te gaan naar alternatieve en duurzamere grondstoffen en materialen, zorgvuldig om te gaan met mens en dier en goed na te denken over de verpakkingen die we gebruiken. Zo passen we onze visie van 'HEMA is voor iedereen' toe op het begin van onze ketens.

[lees meer](#)

productie

een HEMA product wordt verantwoord gemaakt

Wij maken er ons sterk voor dat onze producten op een verantwoorde wijze geproduceerd worden. Een goed inzicht in onze productieketen is een randvoorwaarde om dit te kunnen realiseren. We zetten ons in voor goede arbeidsomstandigheden bij onze producenten.

[lees meer](#)

samenleving

een HEMA product houdt rekening met de samenleving

HEMA staat midden in de samenleving en we voelen ons verantwoordelijk voor de mensen die bij en met ons werken. We leveren een bijdrage aan de omgeving van onze winkels of aan het gebied waar onze producten vandaan komen. Daarnaast zetten we ons als werkgever in voor tevreden en gemotiveerde medewerkers, ook in onze productieketen.

[lees meer](#)

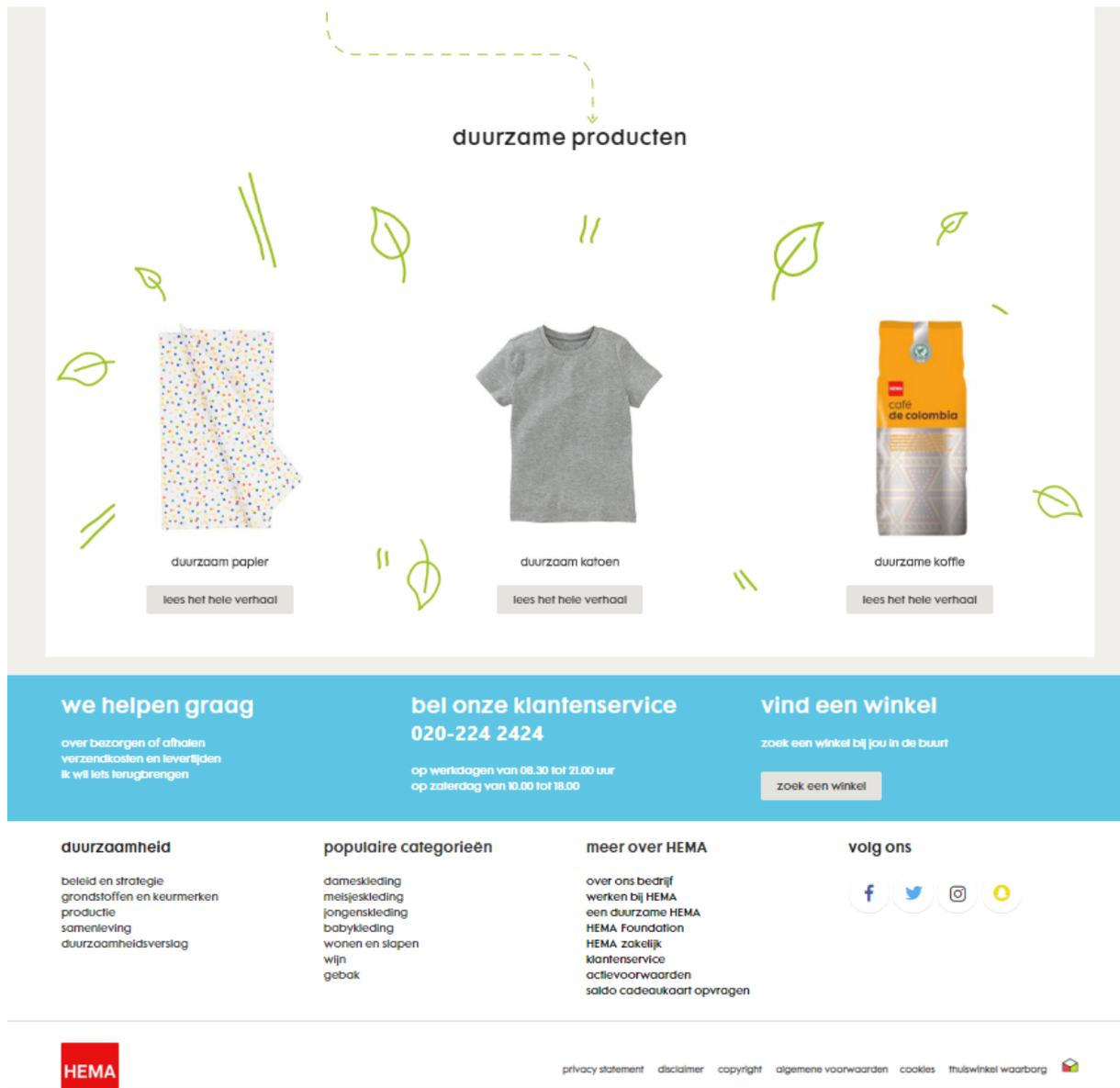


Figure 18: HEMA sustainability webpage

5.9.1 Ideational function

In this section the Ideational function of the HEMA sustainability webpage will be analysed. This relates to the interactive signs of the page and what they do.

Syntagmatically, what first draws the attention of the visitor of the page is the green coloured drawing at the top of the page which slowly spins to the right as if it represents the turning of the earth. After that the eye is drawn to the blue hyperlink saying 'watch video' ('bekijk video'). Paradigmatically, when pressing the link one is sent to a video clip (on which one has to press again to make it start), named 'A sustainable HEMA for everyone' ('Een duurzaam HEMA voor iedereen'). When pressing the video it says it is not available – a missed opportunity for HEMA as this might lead to losing a page visitor by linking to non-existing information.

Once back at the sustainability page we detect six headers to the left of the page in thicker, black font. From the top down they say: 'news', 'image and strategy', 'raw material', 'production', 'society' and 'frequently asked questions' ('nieuws', 'beeld en strategie', 'grondstoffen', 'productie', 'samenleving', 'veelgestelde vragen'). These are all hyperlinks leading to pages with information on the topic suggested by the header. What makes these headers more appealing are the small images added to the left of them confirming the topic the visitor has in mind when reading. Above this top section we see the red HEMA logo to the left – it appears to be a hyperlink, but it only reloads the same page. On its right side the same header is presented in blue. First we see a blue dropdown menu named 'Sustainability' ('duurzaamheid'), above which in small, black lettering it says HEMA.nl – which is a hyperlink that redirects the visitor to the homepage of HEMA. What we see when hovering over the blue bar that says 'Sustainability' is a dropdown menu which appears to present the visitor with the same options as were previously mentioned and visible in the top bar, namely: 'news', 'image and strategy', 'raw materials', 'production', 'society' and 'frequently asked questions'. They also hyperlink to the same pages, so perhaps this is meant to give the visitor of the page different options to reach the same purpose. However, this can also be frustrating for a visitor who wants to read everything there is on this page and ends up being hyperlinked to the same page in two different ways.

Next to this bar we find three options in small blue lettering, namely: 'sustainability report', 'frequently asked questions' and 'Dutch' ('duurzaamheidsverslag', 'veelgestelde vragen' and 'Nederlands'). The header of 'sustainability report' hyperlinks to a page on which all the sustainability reports of HEMA from previous three years can be found. However, at the time of this analysis (February 2019) it still says 2015, 2016, 2017 and they have not added 2018 yet. The header 'frequently asked questions' hyperlinks to the same page as the header with the similar name at the left next to the drawing. Again, this is frustrating for a visitor as they can be led to the same page twice. The page it leads to simply offers a dropdown menu with answers to questions which one can assume are frequently asked. The header which says 'Dutch' and is accompanied with a small flag to indicate in which country the language is spoken, is a dropdown menu offering the option to get the webpage translated into English, French or German. All the way on the right we find the light blue header 'our customer service' ('onze klantenservice'), which hyperlinks the customer directly to the customer service webpage. Underneath this header we find a search bar in which the visitor can type what they are looking for; however, they are not presented with a dropdown menu with options and whatever the visitor searches for is looked for only within this sustainability page – not the regular homepage. This means that the visitor really has to know what they are looking for because they are not helped in any way by being given suggestions. Finally, all the way on the right we find the small banner saying 'Login' ('inloggen'), as anyone can create a HEMA account and thus log in.

Syntagmatically, underneath the top banner we see a small section with five images. To the right it says 'news' ('nieuws'), in black font and when hovering over the pictures a small header appears with one sentence stating what the news is regarding this particular picture. For example, when hovering over the first picture it says 'HEMA replaces its plastic disposables with sustainable alternatives' ('HEMA vervangt haar plastic wegwerproducten met duurzame alternatieven') and the date for when the news was published, namely: February 14, 2019. Paradigmatically, when pressing on the images the visitor is redirected to pages with an article on the news item.

In the body of the webpage we syntagmatically see simple green drawings accompanied, connected to each other by dotted lines with arrows and small pieces of text. To the left we see 'raw materials' ('grondstoffen'), 'production' ('productie') and 'society' ('samenleving') – they indicate that when following the dotted line the visitor will encounter these different processes in the text they'll read. The header next to raw materials says 'a HEMA product consists of different sustainable materials' ('een HEMA product bestaat uit verschillende duurzame materialen') with an explanation underneath it accompanied by a drawing related to the content. The same counts for the next sections 'a HEMA product is made responsibly' ('een HEMA product is verantwoord gemaakt'), and the next 'a HEMA product is considerate towards society' ('een HEMA product houdt rekening met de samenleving'). When following the dotted lines and reading the stories it is almost as if one follows a story as the last dotted line and arrow point at three sustainable products. The images and banners underneath the products, stating 'read the whole story' ('lees het hele verhaal') redirect the visitor to a page with additional information on the specific product, what it is made out of and what makes it sustainable.

At the very bottom of the page we see the banner which can be found on every page of the HEMA website, namely the one that says in blue 'we like to help', 'call our customer service' and 'find a store' ('we helpen graag', 'bel onze klantenservice', 'vind een winkel'). Underneath it we find a white banner; however, on this webpage 'sustainability' ('duurzaamheid') has been added with multiple hyperlinks below. This header cannot be found when on any other random HEMA page but only on this sustainability page. However, 'popular categories' and 'more about HEMA' ('populaire categorieën' and 'meer over HEMA'), can be found on other pages at the bottom together with the hyperlinks below them. To the right we find four social media logos (those of: Facebook, Twitter, Instagram and Snapchat) above which it says 'follow us' ('volg ons'). These hyperlink to the social media webpages of HEMA – they do not have separate sustainability accounts that the visitor is led to. Finally, at the very bottom we again see the red HEMA logo which hyperlinks to the top of the same sustainability page and to the right we see the headers 'privacy statement', 'disclaimer', 'copyright', 'Terms and conditions' ('algemene voorwaarden'), 'cookies', and 'thuiswinkel waarborg' (a privacy tool for shopping from home) which all indicate the professionalism of the site.

5.9.2 Interpersonal function

In this section the Interpersonal function will be analysed. This corresponds to the relations/identities projected by the sign/sites about the author and the use of the text.

Syntagmatically, the webpage comes across as being very accessible for the customer. It is inviting due to the simple colourful drawings, which are coloured green – indicating nature and thereby relating to sustainability. The simplicity relates to everyday activities and scenes – such as trees, the baker and a mother holding her daughter's hand in one hand and shopping bags in the other. The fact that the drawing in the top banner moves when one hovers over it makes it interactive and inviting for the visitor of the website, and this can be found on both the syntagmatic and paradigmatic level. It also resembles the earth spinning, again touching upon the topic of sustainability as this is of importance for the climate and thereby the earth. As the drawing spins we see the same figures as we see further down on the webpages (the mother and the child, the baker, a woman shopping, a woman harvesting raw materials and so on). It almost resembles a circle of life and the lines which are used at the centre of the page. In addition, the up-to-date information on the products below the top banner indicates that the website is well-maintained. In addition, the colour palette is quite simple using mostly white, light blue, green and the red in the HEMA logo.

Paradigmatically, the power of this website thereby seems less one-directional, even though it in fact is one-directional as it is HEMA speaking to its customers. However, the features described above makes it seem as if it is interactive and important for everyone on earth. This tells us that the website is very professionally made as they are able to speak to the visitor and also incorporate information on HEMA products and the company.

Also paradigmatically, the multiple different hyperlinks and the dropdown menu on the top right under the header 'sustainability' ('duurzaamheid') indicate interactivity. The clear layout and the easy-to-follow path made out of dotted line and arrow heads indicate professionalism. No advertisements from other companies can be found on the webpage which, interpersonally, established a clear directionality centred on the HEMA company.

5.10 Discussion: Multimodal Analysis

Based on the analysis of 4 homepages and 4 sustainability webpages, this section will discuss the similarities and differences between them and what this tells us.

5.10.1 Homepages

Overall, the homepages all emphasize what is currently on sale. Both IKEA homepages show what products currently have discounts by using black lettering on top of yellow backgrounds. The IKEA Breda homepage also uses orange boxes to indicate what items are on sale on that particular day. Albert Heijn also showplaces products together with orange tags which indicate the current discounts. HEMA has, in this sense, a 'cleaner' look on their webpage as their background is white and the discounts are only presented in either thick black or red lettering. This page does not use obvious colours as background to grab the attention of the page visitor, which is not necessarily better or worse from the point of view of the visitor, it is just a different approach.

When the homepage of IKEA was analysed we saw that a lot of information was displayed on the webpage: it was dense with interactive signs, in various forms (symbols, writing, dynamic images), which required all kinds of actions such as producing access to new text in a variety of realizations. More importantly, we found that the header saying 'Duurzaamheid' ('Sustainability') could be found at the top of the page in small grey lettering and all the way at the bottom of the page in the same lettering and colour.

On the IKEA Breda homepage we saw that the header clearly indicated that this webpage was particular to a certain store. Here we found the header saying 'Duurzaamheid' ('Sustainability') on the left side of the page in a bright, green colour which draws the attention of the customer. It could also be found at the bottom of the page, but here it was written in small grey lettering in a similar fashion as on the IKEA homepage.

On the Albert Heijn homepage the sustainability header was not found in the top banner, but all the way at the bottom in small grey lettering in a similar fashion to that of the other headers. Similarly to the Albert Heijn homepage, we found the sustainability header ('Een duurzame HEMA') at the bottom of the HEMA homepage in small grey lettering in a similar fashion to other headers.

Based on this we can tell that the store that puts the most emphasis on redirecting customers to a page with information on its sustainability policy is IKEA Breda, as the header saying sustainability is coloured bright green and can be found in both the menu at the right side of the page, and in smaller grey lettering at the bottom menu of the page. Next is the IKEA homepage where we find the header twice, in grey lettering, once in the top banner where it is clearly visible and second at the bottom. For both Albert Heijn and HEMA it can be said that their sustainability header is relatively less visible. On these webpages the sustainability header can only be found once in the menu at the bottom of their page, rather than finding it at the top or side menu as well. There is no special emphasis on this matter as it does not stand out in any way on the webpages of these two stores. The analysis of the sustainability webpages themselves will be discussed in the next section.

5.10.2 Sustainability pages

When the IKEA sustainability webpage was analysed, the most obvious part of the website at a first glance is how long and dense it is. From the perspective of the interpersonal function this tells us that the owners of the webpage are very eager to tell us about many things and the Retail Sustainability Award logo at the top tells us that they are proud to do so as well. From the perspective of the interpersonal frame we can also tell that it was well-designed and professional. Syntagmatically, there were many opportunities for interactivity – such as videos and hyperlinks - and it contains many pictures with descriptions and symbols. On a closer look we found that there was repetition of the information displayed, namely that regarding raw materials (cotton, wood and water), followed by a description with a picture, and exemplifying products. Even though a lot of videos, pictures and symbols are used, also a lot of text and explanation about these visuals can be found. This makes it a very long page to read which is good if the customer is actively seeking for more information about sustainability, but if a customer happens to visit the page randomly or out of a slight curiosity it might be too dense and scare them away rather than taking in all the information. The same goes for the videos, as they are all professionally made and interesting for people actively seeking information on the topic. But if people come across this topic for the first time they might not have the patience to watch the entire video. For example, the section with the logos on the log, solar panels, charities and cotton and the numbers underneath it makes the information accessible and clear – it is the most evident part on the webpage and if IKEA wants to lure slightly interested customers to read this information, more of this sort of clear and upfront communication should be used.

The IKEA Breda sustainability webpage differs very much from the national IKEA sustainability webpage. On a first inspection it looks less professional than the national IKEA webpage, which is probably due to the lines which are used which clearly separate every item into sections rather than making the information flow. Compared to the other webpage this one is also less dense and provides more of an overview through pictures and symbols accompanied with text. However, it is also not as interactive. Syntagmatically, there are hyperlinks leading to pages with specific information, but there are no videos or other interactive elements. These interactive elements, however, can be useful to draw the page visitor's attention to specific information as they are entertaining and do not require much action. Also the given information, of course, is specific for the IKEA Breda store, which is good as this is probably what the customer is looking for, but perhaps a link to the national sustainability webpage could be made to indicate the linkage between the stores, as well as to provide access to more information on sustainability. On the one hand this page is less

dense and provides a better overview of the specific sustainability topics that are mentioned, on the other the lines on the page and the lack of interactivity make it look less professional.

At a first glance, interpersonally, the Albert Heijn sustainability webpage is colourful and vibrant. The power of the page, just like the IKEA websites, is one-directional - meaning that it is the company Albert Heijn addressing the customer and there is no option for comments from the visitor. Rather than displaying pictures or symbols with related information, they chose to only show large pictures with arrows which can be pressed upon and hyperlink to pages with related information. This looks ideal as the page is very appealing; however, when pressing upon the arrows the customer is repeatedly hyperlinked to the same page of information. This is very disappointing for the customer who expects something new and different whenever he or she presses on another arrow. The idea behind involving many interactive elements is good as it will attract the customers' attention – but by repeatedly showing the same information the disinterest of the customer will grow. Also the video at the top of the page is a good addition as it is equally colourful as the pictures, it contains interesting information, and the vegetable monster speaks to both children and adults. What Albert Heijn has also thought of is the use of the Benetton Strategy, meaning that in all of their pictures the people used are ethnically diverse and this enlarges their target group. Also, by showing people biking rather than driving and idyllic agricultural pictures they enhance their sustainability message.

Finally, the sustainability webpage of HEMA is interpersonally very inviting for the customers. This is due to the simple, colourful green drawings and the people they display – the lady collecting tealeaves, the baker, and a mother walking hand in hand with her daughter. Also, the spinning globe at the top of the page is identifiable to all – reminding us of why sustainability is an important topic (for the earth, meaning for us all). This can make the page visitor identify with the page. The clear lay-out and easy-to-follow path made out of dotted line and arrows indicate professionalism and tells the page visitor the story of how HEMA's products end up in our homes. This timeline thereby gives a clear overview for the page visitor. The page is also not dense, making it accessible and clear. There is a good combination of drawings, moving elements (such as the earth in the top banner), and sustainable products.

5.10.3 Recommendations: what works well

By having compared the homepages and sustainability webpages to one another, we have gained insight into what elements of a webpage are beneficial from the point of view of the customer and what should be avoided. First of all, where on a webpage the headers on sustainability are displayed already tells the customer something about the importance attached to the subject. If the headers are emphasized by for example size, location or use of colour, this increases the chance of the reader pressing on the header. While on two of the webpages the headers were written in the bottom menu (Albert Heijn and HEMA), the other two webpages emphasized the header by also adding it to the top menu and the side menu (IKEA and IKEA Breda). This naturally increases the chances that the page visitor will notice the header and press on it. Thus, making the sustainability header visible and colourful is beneficial. Also, the hyperlinks should all link to pages with relevant information and not send customers to similar pages through different links. This is tedious for the customer and the interactive effect is taken away.

What the analysis shows us is that having a structured, interactive and colourful website is positive. Information should be displayed in a structured and comprehensible manner and making a page too dense should be avoided – as well as displaying large pieces of text as this will exhaust the page visitor. The focus should rather be on symbols with a specific number (such as displayed on the IKEA sustainability page with the log, solar panels, charities and cotton), simple, colourful cartoons (such as the people on the HEMA page), or bright and colourful pictures (such as used on the Albert Heijn sustainability page). Including videos is also good as this is an easy and entertaining way of informing the customer, but also here companies should try to not make the video too long or filled solely with information. As mentioned before, it is not just sustainability which motivates customers, therefore only showing information may not be effective. Also, the timeline depicted on the webpage of HEMA is an orderly and fun overview for customers to see where their products come from and how they arrive at their homes – this is something all companies should consider doing as this tells the customer in a structured and entertaining manner something about the inner workings of the company.

What is also beneficial is making the customer relate to whatever is being depicted. Of course, we all use water and know that some of our products are made out of wood, but by showing scenes from everyday life (such as the biking woman and the cows in the field by Albert Heijn and the baker and mother and child by Hema) the store and brand can be made into something consumers can identify with. In addition, showing products made out of specific raw and sustainable materials is good because this indicates that sustainable materials are used to manufacture the products. However, not too many products should be showcased. This may be good for branding, but on a webpage regarding sustainability the focus should lie on the story behind the materials and what makes these products sustainable.

To conclude, less is more. Potential sustainable customers can be scared away by webpages that are too dense, showcase too many products, or give too much information. Upon the analysis it became clear that information should be presented in an orderly and inviting manner to the customers.

6. Conclusion

This thesis has some limitations, such as the fact that surveys were conducted instore and filled in by customers who happened to attend the store at that particular time. Therefore there is an imbalance between male and female respondents. 15 of the 51 surveys were filled in by men, 34 were filled in by women, and 3 respondents did not fill out their gender. Respondents were also chosen randomly despite their age, meaning that one generation might be overrepresented compared to another – still, these were actual customers at the store at that time of day, and thus the respondents can be regarded to represent the customers of IKEA Breda.

Also, the place where the surveys were conducted was right after the respondents had passed by the sustainability shop to try and make sure that the memory of this shop, whether they had visited it or not, was still fresh for them. However, this means that the respondents had not yet seen the whole store and thus they might have come across other or more forms of communication on sustainability only afterwards and this might have affected their judgment.

In retrospect, it might have been better for some questions in the survey to only give the respondent the option to choose between the answer ‘yes’ or ‘no’ rather than adhere to the Likert-scale. In doing so more definite answers might have been reached. An example of such a question is question 7 from the survey: ‘I noticed the sustainability shop which is placed at the bottom of the stairs after the restaurant’.

This thesis aimed to answer how successful IKEA Breda is in communicating about its sustainability policy and their sustainable products. As mentioned in the introduction, Jones, Comfort, and Hillier (2007,) found that communicating on a company’s commitment to environmental goals has gained increasing attention during the past decade (p.17). It would enhance the fairness of a company’s brand and its value by the association in the eye of their customers with positive environmental, economic and social commitments and achievements (Jones et al., p.27). However, also many entrepreneurs and businesses believe their main aim should be to earn money, rather than cutting on the costs (Reinhoudt & Teuns, 2017, p.27). Yet, IKEA is one of the businesses with an expressed “every cloud has a silver lining” attitude towards sustainability. IKEA, the world’s largest furniture retailer since 2008, has made several ambitious commitments regarding the use of sustainable material in their products, reducing their climate footprint and offering services that make it easier for people to bring home, care for and pass on products (IKEA, n.d., -B).

The survey revealed that there are still areas which could be improved upon. Despite the fact that IKEA does a lot already when it comes to sustainability, the customer is not always aware of this and they need more concrete examples on how to adopt a sustainable lifestyle and how to find the specific sustainable products. These outcomes are in line with the recommendations, as mentioned in the theoretical framework, made by Reilly and Hynan (2014), the ABN AMRO Monitor Sustainability report (2019) and the Sustainable Brand Index™IKEA 2018 report, namely the need for companies to become more transparent, open up the dialogue, reporting on concrete outcomes and setting an example. The survey also revealed that even though the customer finds sustainability to be of importance, they will not always consider how sustainable something is before they buy it. Which is in line with the recommendation by the ABN AMRO report (2019) which said that companies need

to keep in mind that customers will not buy a product solely because it is sustainable. Thus, the survey revealed that the customers are open towards living more sustainably and it is up to IKEA Breda to lead the way with distinctive communication and examples.

Regarding the online part of the analysis, the survey showed that many people use the IKEA website. However, barely any of the respondents knew that IKEA Breda has its own website and this indicates that IKEA needs to communicate more about its existence if it wants the website to be properly used. As for the multimodal analysis itself, it showed that too much density, showcasing too many products or giving too much information is not advisable as this might scare the visitor away as they do not know where to begin searching. On the basis of an analysis of not only the IKEA website, but also the websites of other companies with an explicit focus on sustainability, what was identified to work well in order to draw in the customer and inform them about sustainability was to have a structured, interactive, and colourful website.

At the beginning of this thesis it became clear that IKEA has set definite goals with regard to sustainability and according to The Sustainable Brand Index™ IKEA 2018, they are in a good position to set an example for other retail businesses. They focus on the use of sustainable materials, recycling, and reducing waste and their climate footprint. Being a large retail company, how they advertise on this matter and communicate to and with their customers is of importance both to them and their customers. As a company IKEA Breda appears to have the right goals and intentions in order to reach their sustainability goals. Yet, they should keep informing the customer in a transparent and distinctive manner about what they are doing in order to reach their goals if they want their customers to adopt a more sustainable lifestyle as well. This thesis has provided some practical suggestions towards that direction.

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Figure 13: HEMA Homepage. Retrieved 19.02.2019, from: <https://www.hema.nl/>

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Figure 17: Albert Heijn Sustainability Webpage. Retrieved 19.02.2019, from: <https://www.ah.nl/over-ah/meer-doen>

Figure 18: IKEA Breda Sustainability Webpage. Retrieved 19.02.2019, from: <https://www.ikea.com/nl/nl/store/breda/duurzaamheid>

Appendix

Survey: 'Duurzaamheid binnen IKEA Breda'

1. Duurzaamheid in de Winkel – Vragen & Stellingen

Leeftijd:.....

Geslacht: Man/Vrouw

1. Duurzaam leven is belangrijk voor mij.

Helemaal mee eens

Mee eens

Niet mee eens en niet mee oneens

Niet mee eens

Helemaal niet mee eens

2. Ik zou graag duurzamer willen leven.

Helemaal mee eens

Mee eens

Niet mee eens en niet mee oneens

Niet mee eens

Helemaal niet mee eens

3. Ik denk na over hoe duurzaam een product is voor ik het koop.

Helemaal mee eens

Mee eens

Niet mee eens en niet mee oneens

Niet mee eens

Helemaal niet mee eens

4. Ik denk dat IKEA Breda een duurzaam bedrijf is.

Helemaal mee eens

Mee eens

Niet mee eens en niet mee oneens

Niet mee eens

Helemaal niet mee eens

5. Als klant bij IKEA Breda vind ik het belangrijk om te worden geïnformeerd over het duurzaamheid proces achter de producten en de winkel zelf.

Helemaal mee eens

Mee eens

Niet mee eens en niet mee oneens

Niet mee eens

Helemaal niet mee eens

6. Ik zie dat IKEA Breda communiceert met betrekking tot duurzaamheid als ik door de winkel loop.

Helemaal mee eens

Mee eens

Niet mee eens en niet mee oneens

Niet mee eens

Helemaal niet mee eens

7. De Sustainability Shop na het restaurant onderaan de trap is mij opgevallen.

Helemaal mee eens

Mee eens

Niet mee eens en niet mee oneens

Niet mee eens

Helemaal niet mee eens

8. Bent u de Sustainability Shop ingelopen?

Ja ----- Ga naar vraag 9

Nee ---- ga naar vraag 10

9. Heeft u een duidelijk beeld gekregen over wat IKEA Breda doet wat betreft duurzaamheid bij het zien van de Sustainability Shop?

Ja, omdat.....
.....

Nee, omdat.....
.....

10. Waarom bent u de Sustainability shop niet ingelopen?

Niet goed zichtbaar

Geen interesse

Anders,
namelijk:.....
.....

11. Ik zou graag de kleur groen terugzien bij duurzame producten of informatie over duurzaamheid.

Helemaal mee eens

Mee eens

Niet mee eens en niet mee oneens

Niet mee eens

Helemaal niet mee eens

12. De kaartjes met extra informatie over duurzaamheid die aan producten hangen zijn mij opgevallen.

Helemaal mee eens

Mee eens

Niet mee eens en niet mee oneens

Niet mee eens

Helemaal niet mee eens

Heeft u tips over hoe wij deze kaartjes en informatie kunnen laten opvallen:.....

.....

.....

.....

.....

13. IKEA Breda geeft mij voorbeelden over hoe ik duurzamer kan leven.

Helemaal mee eens

Mee eens

Niet mee eens en niet mee oneens

Niet mee eens

Helemaal niet mee eens

14. Ik zou graag meer voorbeelden in de winkel willen zien met betrekking tot duurzaamheid en duurzaam leven.

Ja -----☑ indien ja ga naar vraag 15

Nee-----☑ indien nee ga naar vraag 16

**15. Ik zou graag meer voorbeelden willen zien in de vorm van:
Het is mogelijk om meerdere antwoorden aan te kruisen.**

- Informatieve streamers/posters en kaartjes
- Duurzame meubels en producten op display
- Meer groen kleurgebruik
- Meer workshops over duurzaamheid voor klanten
- Foto's

Video's

Anders,
namelijk:.....
.....
.....
.....
.....

**16. Welke van deze onderwerpen vindt u dat IKEA Breda het duidelijkst over communiceert? Vul
maar 1 mogelijkheid in.**

- Transportatie
- Recycling
- Duurzame producten
- Duurzaam leven
- Besparen van water/licht/energie
- Geen van deze onderwerpen

Anders,
namelijk:.....
.....
.....

17. Ik kan duidelijk zien in de winkel welke producten duurzaam zijn.

Helemaal mee eens

Mee eens

Niet mee eens en niet mee oneens

Niet mee eens

Helemaal niet mee eens

18. Ik ben van mening dat IKEA producten duurzaam zijn verpakt.

Helemaal mee eens

Mee eens

Niet mee eens en niet mee oneens

Niet mee eens

Helemaal niet mee eens

19. Ik denk dat IKEA producten lang meegaan.

Helemaal mee eens

Mee eens

Niet mee eens en niet mee oneens

Niet mee eens

Helemaal niet mee eens

20. Ik denk dat IKEA producten op een duurzame manier worden geproduceerd.

Helemaal mee eens

Mee eens

Niet mee eens en niet mee oneens

Niet mee eens

Helemaal niet mee eens

21. De voorbeelden die IKEA Breda geeft in de winkel met betrekking tot duurzaamheid sporen mij aan om zelf duurzamer te leven.

- Helemaal mee eens
- Mee eens
- Niet mee eens en niet mee oneens
- Niet mee eens
- Helemaal niet mee eens

22. IKEA Breda communiceert open over wat ze nog kunnen verbeteren binnen het bedrijf op het gebied van duurzaamheid.

- Helemaal mee eens
- Mee eens
- Niet mee eens en niet mee oneens
- Niet mee eens
- Helemaal niet mee eens

23. Rangschiik hoe belangrijk u denkt dat de volgende processen zijn voor IKEA Breda van 1-6 (1 is het meest belangrijk, 6 het minst belangrijk).

- Duurzame transportatie
- Gebruik van duurzame materialen
- Klanten aanzetten tot duurzaam leven
- Recyclen van producten
- Hoog assortiment aan duurzame producten hebben
- Positieve impact hebben op de lokale gemeenschap

2. Vragen over de Website

24. Ik maak gebruik van de IKEA website.

Ja

Nee

25. Ik heb ooit onder het kopje 'duurzaamheid' gekeken op de IKEA website.

Ja -----? indien ja ga naar vraag 26.

Nee-----? indien nee ga naar vraag 27.

26. Ik vond de informatie over duurzaamheid nuttig.

Helemaal mee eens

Mee eens

Niet mee eens en niet mee oneens

Niet mee eens

Helemaal niet mee eens

27. Ik ben me bewust van het feit dat IKEA Breda een eigen aparte website heeft losstaand van IKEA Nederland.

Ja

Nee

3. Open vraag

28. Waar zou u graag meer over willen weten wat betreft duurzaamheid binnen IKEA Breda?

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