



Communication Culture Strategies to Support Corporate Identity “IKEA As a Model”

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Abstract:

Digital transformation has contributed to the evolution of Corporate Identity, which has become a strategic player in achieving Organizational goals. Therefore, successful Organizations today need to integrate their communication activities to keep pace with rapid developments and changes. These changes require and depend heavily on the ability of their Managers and Leaders to exploit available opportunities to achieve their desired goals in a way that allows them to maintain their survival and gain competitive advantages, especially in light of the new trend known as the shift to efficiency to achieve Comprehensive Performance.

Hence, we find that Organizations seek to adopt various strategies that enable them to strengthen their Identity, based on an integrated communication vision that relies on several scientific means and methods. However, this process is limited in its effectiveness by a number of internal and external factors related to the Organization's environment.

Hence, the study is important in examining the extent to which Communication Culture strategies are employed to enhance Corporate Identity, as it is one of the basic pillars for building an effective Corporate Identity through which the Institution can translate its vision, values, and goals.

Keywords: *Communication Culture - Corporate Identity - Internal Communication.*

Stratégies de communication pour soutenir l'identité d'entreprise « IKEA comme modèle »

Résumé :

La transformation numérique a contribué à l'évolution de l'identité d'entreprise, qui est devenue un élément stratégique dans la réalisation des objectifs organisationnels. Par conséquent, les organisations qui réussissent aujourd'hui doivent intégrer leurs activités de communication afin de suivre le rythme des développements et des changements rapides. Ces changements exigent et dépendent fortement de la capacité de leurs dirigeants et responsables à exploiter les opportunités disponibles pour atteindre les objectifs souhaités d'une manière qui leur permette de maintenir leur survie et d'obtenir des avantages concurrentiels, en particulier à la lumière de la nouvelle tendance connue sous le nom de transition vers l'efficacité pour atteindre une performance globale.

Nous constatons donc que les organisations cherchent à adopter diverses stratégies qui leur permettent de renforcer leur identité, sur la base d'une vision de communication intégrée qui s'appuie sur plusieurs moyens et méthodes scientifiques. Cependant, l'efficacité de ce processus est limitée par un certain nombre de facteurs internes et externes liés à l'environnement de l'organisation. Cette étude est donc importante pour examiner dans quelle mesure les stratégies de culture de communication sont utilisées pour renforcer l'identité d'entreprise, car il s'agit de l'un des piliers fondamentaux pour construire une identité d'entreprise efficace à travers laquelle l'institution peut traduire sa vision, ses valeurs et ses objectifs.

Mots-clés : *Culture de communication - Identité d'entreprise - Communication interne.*



Introduction:

Organizations operate in an environment characterized by change and instability, which forces them to face a range of challenges related to the efficiency of Institutional Performance and the ability to continuously change and develop, in order to adapt to the rapid changes of the era. Their success depends on their capabilities, assets, and capacities, foremost among which is the integration of communication into their comprehensive strategies. This is a result of the evolution of the philosophy of the relationship between the Organization and its customers, as well as finding solutions capable of achieving sustainable relationships with them. Therefore, it can be said that a Communication Culture is among the most efficient means of establishing a Corporate Identity and creating a positive Image and reputation for the Organization among its surroundings and clients.

Hence, this Research Paper reveals the importance of communication strategies for the Organization's Organizational culture in supporting the Corporate Identity, by answering the following main question:

How do Communication Culture strategies contribute to supporting and strengthening the Corporate Identity?

- 1) To answer this question, we divided this Research Paper into Five Main Axes:
- 2) The Intellectual Foundations of the Study's Concepts: Communication Culture, Corporate Identity.
- 3) Managing Customer Relationships through Corporate Communication.

- 4) Participatory Leadership Communication as a Fundamental Pillar for Building the Communication Culture and Establishing Identity.
- 5) Focusing on Social Responsibility within the Framework of Responsible Communication to Support Corporate Values.
- 6) Communication Strategies for IKEA's Communication Culture to support its Corporate Identity.

1. Intellectual Foundations of the Study's Concepts

1.1. Communication Culture:

This concept began to evolve with the development of interest in influencing an organization's audiences. This is because its success depends on the extent to which it uses appropriate communication tools and methods to achieve this. Studies have demonstrated the interactive relationship between communication tools and the audience. Therefore, achieving the desired impact depends on the extent to which the Organization builds a Communication Culture through which it expresses its philosophy, orientations, and policies, and through which it defines a set of controls that govern its Organizational behavior, develops its Performance, and ensures its adaptation to its environment. **This is reflected in the many definitions researchers have provided regarding Communication Culture:**

- It is an interconnected moral system of beliefs, attitudes, values, standards, and norms that shape an Organization's Identity and guide individual and collective behavior within it.ⁱ (*Saad Ali Al-Muhammadi, 2022 CE*).



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- A set of basic principles that an organization adopts to solve its problems, such as openness to the outside world by forming communication networks with its surroundings. In addition, it includes values that facilitate internal adaptation based on the principle of listening to others and respecting the basic rules of dialogue.ⁱⁱ (*Hisham Bousahaya, 2023 CE*).

Therefore, it can be said that Communication Culture is the whole that includes the customs, traditions, norms, and values associated with the work environment to direct behaviors towards collaborative work and create harmony and mutual understanding in line with its values and Corporate Identity.

1.2. Corporate Identity:

Corporate Identity is the cornerstone of an organization's success; it is the interface through which it reflects its values, mission, and future aspirations, and it is what distinguishes it from other Organizations.

Corporate Identity is defined as the way an organization chooses to present itself to a specific audience through Communication Codes and Behavior. Corporate Identity is also considered the tangible, visible, and physical manifestation of an organization's personality and culture. Corporate Identity is a comprehensive Identity for the identities of products, brands, and everything the Organization offers and produces. (*Fatima Bakhoush, 2021 CE*)ⁱⁱⁱ.

This is what "Chevalier" expressed as the goals, objectives, rules, standards, and activities that produce the

culture of the Institution. It is based on three basic elements for its construction, namely^{iv} (Fadhil Delio, 2017 CE):

- **Objectives:** The need to rely on the mission (or project) to shape Corporate Identity, as Identity is linked to action (i.e., for what?).
- **Values:** These determine the motivations for an organization's work and the way it performs. They are principles and perceptions (i.e., Why? and how?).
- **Behaviors:** These constitute the practical dimension of Identity in the form of customs, traditions, and personal habits for managing its existence.

The Corporate Identity represents a communication legacy, a value framework, and an intellectual reference through which it seeks to achieve pioneering successes in the field of communications and a sustainable contribution within the framework of its adoption of social responsibility.

Developing a Corporate Identity requires skillful building on an ambitious vision shared by all members of the Organization, so they feel it is an important part of their dreams, aspirations, and future. It also requires a clear message that encompasses the Organization's mission, role, and daily practices. It also requires a set of values that are meaningful to society and linked to the Organization's mission, unifying their Corporate Culture and motivating them to implement their mission and achieve their vision. This is while working to maintain the Corporate Identity and specific direction to gain the trust of customers and Employees, and avoid the negative repercussions that occur as a result of changing the Corporate Identity. It is also



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important to continuously develop the marketing message of the Organization's Identity.^v (*Talal Al-Sharif, 2021 CE*).

Based on the above, the importance of Communication Culture in supporting Corporate Identity is confirmed. It represents the communication mix, which is translated into speeches and messages through which the organization markets its values, mission, and goals. This reflects the factors that shape Communication Culture, namely:

- 1) **Vision**: This governs the Company's Strategy. It is the reason for its existence and defines its ideals. The Vision constitutes a goal to which Employees can commit. It defines the "Reason" for the Organization's activity and gives meaning to everyone's role. It determines the ideal position of each individual within the Organization. Management and Management Style are directly influenced by this Vision.
- 2) **Values**: These are the fundamental principles that govern the life of the Company. They are based on cooperation among Employees. They form an implicit foundation from which everyone can direct their actions and behaviors. They are a true guide to behavior within the company. Values are also translated into strong commitments (Social, Environmental, Economic, etc.) that represent the ideals of managers and the aspirations to which Employees can adhere.
- 3) **Codes**: These reflect the core values of the organization. These include the Language Used, the Use of Space, the Rules and Style of Dress,

Interactions, the Organization's Slogans, etc. They promote the Organization's Brand.

- 4) **Rites**: Routines, Work Methods, Customs, Meetings, and everything that constitutes the Organization's Rites. They represent an organized framework for work for all Employees.
- 5) **Administrative Leadership**: Studies have recognized the importance of the Administrative Leadership in strengthening relationships between individuals and achieving human interaction, which represents a real challenge that contributes to the success of the Organization and ensures its survival and continuity. It works to satisfy needs, fulfill desires, and create mutual understanding.

From the above, we can identify the most important Communication Strategies associated with the Institution, which enable it to support its Corporate Identity in the subsequent elements.

2. Managing Customer Relationships Through Corporate Communication

Corporate Communication is a fundamental pillar for the Organization to communicate its Vision and Policies to its various Stakeholders. This helps it improve its Image, maintain its relationships, and enhance mutual trust among them, provided that internal and external communications are characterized by credibility and transparency, which is of utmost importance for managing customer relationships.

Corporate Communication is a branch of Comprehensive Communication that aims to integrate the Organization's internal and external communications to preserve its Image and reputation with its customers. Therefore, we find that



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building the Corporate Identity is one of the fundamental roles upon which Corporate Communication is based.

Among the goals that Corporate Communication seeks to achieve are the following^{vi}:

- 1) **For Employees:** Corporate Communication Objectives for Employees can only be defined within the framework of what Employees want to know about the Organization or its Senior Management, which is what Management is trying to provide to Employees. Corporate Communication Objectives for Employees can be defined as follows:
 - Informing Employees of the latest developments within the Organization, its goals, capabilities, and what it can actually offer.
 - Providing Employees with information about the Organization's policies, plans, and problems.
 - Empowering Employees to participate in decision-making processes by presenting these decisions through Corporate Communication channels for discussion and deliberation.
 - Increasing Employee Job Satisfaction and the sense of belonging to the Organization.
- **For Management:** The Objectives of Corporate Communication for Management are determined as follows:
 - Management uses it in areas of guidance, counseling, awareness, and more.
 - Management uses it to determine public reaction to its policies.

- Management uses it to determine public attitudes toward it and the Institution.
- It aims to communicate Leaders' Policies and programs to the public.

These goals are translated by the Organization in its speeches, which highlight its position and role in society. They also allow it to create a positive Image and a good reputation, contributing to raising awareness of its brand. This reflects the importance of Corporate Communication in managing relationships with the public, by influencing their opinions and attitudes, as they constitute a pressure force that affects and is affected by the activities of Institutions. Since Corporate Communication seeks to forge relationships that connect the Organization with its audience, it must precisely define its functions.

Corporate Communication aims to perform the following functions:^{vii}

- Building and Managing the Organization's Image and reputation.
- Providing advice to decision-makers.
- Developing and implementing a communication policy that aligns with the Organization's Strategic Objectives.

To achieve these goals, Officials resort to Corporate Communication, which has three functions:

- **Publication Function:** Corporate Communication serves as a source of information about the Organization, whether for its Employees, its clients, or even the community.
- **Listening Function:** Corporate Communication allows the Organization not



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only to monitor public opinion and guide Stakeholders, but also to detect and predict these trends.

- **Interface Function:** Corporate Communication manages relationships with external Stakeholders and Employees. It also helps organize the communication message and meet the aspirations of Stakeholders.

From the above, we find that practicing Corporate Communication activities requires relying on psychological and social studies to understand the needs of the masses and the factors influencing the formation of their attitudes and impressions, so that they can determine the communication objectives of their programs and activities.

Among the foundations and standards of the Organization's Communication with its audiences (*Fouada Abdel Moneim Al-Bakri, 2014 CE*):^{viii}

- **Expressing the Organization's Vision:** Embodying the Organization's Vision in the content of its communication messages creates significance for the Organization and its products and contributes to strengthening its reputation and standing.
- **Organizational Culture:** Expressing the Organization's Values and Ethical Standards, which contributes to building its reputation.
- **Establishing a Framework of Shared Meanings Between the Organization and its Primary Audiences:** Individuals respond to the meanings in words and events more than the words themselves. Establishing a

framework of shared meanings is used by communicators to create meaning that drives and influences the Organization's Position and Status in the public's mind.

- **Commitment to the Principles Upon Which Communication is Based:** One of the most important characteristics of effective communication is that it is characterized by accuracy and completeness in presenting information, and transparency that allows primary audiences to form beliefs about the Organization's Performance.

These criteria are extremely important when formulating a communication message. Its content must reflect the Organization's goals, aspirations, and values, and provide audiences with the knowledge and information they need to satisfy their needs and desires. This is achieved through “a process of listening and broadcasting symbols and messages directed at a specific audience, with the goal of improving the organization's Image, strengthening its relationships, promoting its products and services, and defending its interests”^{ix} (*Thierry Libaert, Marie Hélène Westphalen, 2012 CE*).

Today's Organizations need to manage their relationship with their environment. Communication is the mechanism that enables them to create a shared understanding with their customers. This is achieved by ensuring the flow of decisions, instructions, information, and orders between the units and departments that comprise their organizational structure, on the one hand. On the other hand, it enables them to control interactions with their Stakeholders, manage



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their reputation and Image, and position themselves to achieve their goals.

To achieve the above, some view **Corporate Communication** as “a function of integrated communications management aimed at enhancing the Organization's Strategies”^x (*Alain Lavigne, 2002 CE*). **It is the Communication that allows for the Management of the various Communication Activities undertaken by the Organization to support its Identity and Image.**

3. Participatory Leadership Communication as a Fundamental Pillar for Building the Communication Culture and Establishing Identity

Participative Leadership is based on the principle of providing opportunities for subordinates to express their opinions and suggestions regarding work, allowing them to showcase their creative abilities. Therefore, it requires an Effective Communication System to achieve this.

It is also known as one of the most prominent modern Leadership trends through which the Administrative Performance is developed and elevated. This is achieved through the sharing of Authority between the Leader and his Employees, and through working through work teams across the various organizational levels within the Institution. This integration of knowledge and experience among team members leads to shared responsibility and decision-making (*Hala Amin Maghawry, 2020 CE*).^{xi}

Thus, Participatory Leadership involves the use of decision-making procedures that allow others to influence the Leader's Decisions. In this context, other synonymous terms are used, such as: “Consultation - Joint Decision

Making - Power Sharing - Decentralization - Democratic Management” (*Sahib Abd Marzook Al-Janabi, 2019 CE*).^{xii}

Hence, we find that **Administrative Leadership**, according to “READY”, is “a process of communication and decision-making”. It enables the Leader to influence Employee behavior and guide them in the right direction to achieve desired goals within a context of good human relations. This represents the essence of the **Communication Culture within the Organization**.

The **Participatory Leadership Model** has become an established reality for Organizations seeking to achieve their goals, ensure sustainability, and achieve the desired quality through their accomplishments. **It works to activate communication and strengthen human relations**. This is achieved through several aspects, all of which are based on strengthening human relations and encouraging the spirit of working as a team. It also provides everyone with opportunities through the Delegation of Authority and Tasks. This creates an atmosphere of understanding and harmony that allows for sound decision-making based on providing opportunities for participation and expressing opinions. **This allows for the establishment of a Purposeful and Constructive Communication Culture**.

Therefore, the diversity of methods associated with participation in decision-making allows the Organization to provide a broad scope. This ensures positive interaction among organizational members and ensures diverse and effective communication channels. This enhances internal communications and achieves harmony and integration within a comprehensive and purposeful Communication Culture. It also supports the Corporate Identity and Image.



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It also works to narrow gaps and avoid obstacles that hinder effective participation in decision-making.

4. Focusing on Social Responsibility within the Framework of Responsible Communication to Support Corporate Values

Responsible Communication is a modern concept adopted by Organizations that seek in their Communication Processes all meanings of honesty and transparency in the presentation related to the shared environmental and social responsibility between them and their customers.

Thus, Responsible Communication is defined as Communication that takes into account environmental, social, and societal aspects in the messages and methods of conveying Communication Messages directed by the Organization to its Stakeholders, reflecting its commitment to them. Responsible Communication includes Two Basic Points (*Amal Mahri, 2014 CE, p. 247*):^{xiii}

- 1) On the one hand, it relates to Responsible Communication, including consideration of the recipients of the Communication the Organization Targets through these Communication Activities (Stakeholders).
- 2) On the other hand, it relates to Communication on Responsible Topics that are designed to be respectful of social and environmental aspects, honest, and reflect clear facts. Within this framework, the Organization uses advertising, with its significant impact on society, for positive purposes within the logic of organizational effectiveness. Responsible Communication is not limited to advertising; it relates

to all different forms of Communication “Products, Services, Internal Communication, External Communication”, and in and outside the media. It utilizes various Communication channels, including a range of digital media such as “Websites and Social Networks”.

“Ethical Communication Behavior includes providing relevant, truthful, and non-misleading information to any Stakeholder. It also includes avoiding providing false or misleading information that might lead others to make incorrect decisions” (*Ghazi Farhan Abu Zaytoun, 2015 CE, p. 61*)^{xiv}. This represents an important entry point for improving relationships with customers and empowering them to make decisions related to them.

Organizations seek to adopt various Communication Methods to express their environmental and social commitments. One of the most widely adopted concepts in Responsible Communication is Social Responsibility.

❖ **Social Responsibility:**

Despite the challenges associated with implementing the Concept of **Social Responsibility** on the ground, Smart Organizations have adopted it as one of their most important Strategic Objectives to support their Identity and Position. They have also sought to integrate its dimensions into their policies and approaches, achieving harmony and balance between their interests and those of their Stakeholders.

“Durker” defined **Social Responsibility** as “**the Organization's Commitment to the Community in which it Operates**” (*Mohammed Al-Sayrafi, 2007 CE*)^{xv}. This means that the Organization bears a portion of the Responsibility,



Firstly, with regard to the damages resulting from its activities, and secondly, with regard to its contribution to the development of the community in which it operates.

Meanwhile, the “World Bank” defined it as “**the commitment of business owners to contribute to sustainable development by working with the local community to improve people's living standards in a manner that serves both the economy and development**” (*Medhat Mohamed Abu El-Nasr, 2015 CE*)^{xvi}. Thus, **Social Responsibility** is considered one of the most important approaches to achieving sustainable development requirements, as it reflects the Social and Environmental Performance of Institutions.

The same approach was confirmed by the “World Council for Sustainable Development” in its definition of **Social Responsibility** as “**the ongoing commitment of business companies to act ethically, contribute to economic development, and work to improve the quality of living conditions of the workforce and their families, the local community, and society as a whole**”^{xvii} (*Munir Suleiman Al-Hakim, 2014 CE*).

Hence, **Social Responsibility** is primarily concerned with responding to the demands and needs of its workers, by providing the appropriate conditions for a safe work environment and achieving equal opportunities among them, in addition to achieving justice in granting rights and enabling them to participate in decision-making related to them. It then works to meet the needs and expectations of Stakeholders at the external level. It also requires companies to fulfill their responsibility to participate in public life and

achieve the interests associated with society, its development and progress.

However, Corporate **Social Responsibility** is often broadly understood as “**actions that appear to promote some social benefit, beyond the corporate interest required by law**”^{xviii}. This represents the shortsighted view most Organizations have of this concept and its application, viewing related activities as merely additional costs that they incur and that yield no benefit. However, the competitive advantages achieved by some companies through their application of the Concept of **Social Responsibility** have prompted some businesspeople to deviate from their previous thinking and consider mechanisms to ensure the interests of all parties (the Organization, Customers, and Society) are met.

Hence, **Social Responsibility** in Business Organizations expresses ethical commitment and responsible behavior toward a group of parties, those called Stakeholders, whether primary or secondary. Among the most important parties that benefit from **Social Responsibility** programs are society and the environment. Therefore, we can say that the Concept of **Social Responsibility** came to enhance the role and position of Institutions in society, not only as an economic entity, but also as a social entity that contributes to solving societal problems and preserving the environment within which it operates. (*Missoumi Al-Jilali, Latwi Jelloul, 2018 CE, p. 357*)^{xix}.

In This Regard, the “American Association of Certified Public Accountants” set out a set of standards for calculating social responsibility in (1963 CE) and published them in (1966 CE), as follows (*Nasser Jaradat, Azzam Abu Al-Hamam, 2013 CE, pp. 219-221*)^{xx}:



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- ❖ **Validity Criterion:** Accounting data and information related to social activity must be closely related to the objective and its intended use.
- ❖ **Freedom from Discrimination Criterion:** This means identifying facts and reporting them fairly and impartially, relying on an objective method of accounting measurement, whether for costs or social benefits.
- ❖ **Causality Criterion:** This requires clarifying the reasons for achieving or not achieving social goals, in order to achieve a degree of public persuasion and satisfy the needs of those seeking social information.
- ❖ **Historical Social Cost Criterion:** This Criterion has been subject to severe criticism. However, its true significance is difficult to measure because it takes into account the long-term returns of social activities.
- ❖ **The Social Return Criterion:** This is difficult to measure because it encompasses social benefits for which there are no specific or agreed-upon prices.
- ❖ **Matching Social Benefits with the Costs Caused Criterion:** This is linked to the criterion of the objective of social activity, and the criterion of legal obligation, such as providing transportation for workers, providing health care, and health insurance.

These Standards related to **Social Responsibility** refer to the voluntary commitment of Institutions, as they have become more aware of shouldering all associated obligations, whether Internally to their Employees or to their External Audiences. These are the contributions they make to the development and advancement of the community in

which they operate. This supports their Corporate Identity in a way that ensures Comprehensive Performance.

5. Communication Strategies for IKEA's Communication Culture to Support its Corporate Identity

IKEA is one of the world's most successful Home Furnishing Companies. It is a Company established in Sweden since the 1940s CE., it is now one of the world's most important companies. It has established a successful Corporate Identity based on defining its Vision, Mission, Values, History, Social Responsibility, and Slogan: "Social and Environmental Responsibility", which it expressed through its pages on social media platforms, and its official website (<https://www.ikea.com>).

- 1) IKEA's Vision:** "The Power to Create a Better Everyday Life for the Many People". This Vision goes beyond home furnishings. We want to have a positive impact on the world, from the communities where we source our raw materials to the way our products help our customers live more sustainably at home. By sharing what we do and speaking up for what we believe, we can be part of positive change in society.
- 2) IKEA's Values:** Our values reflect what we consider important—so important, in fact, that we refer to them as one of "Our Forever Pillars". They guide our daily lives in everything we do at work, from how we treat people and the planet to how we make decisions, big and small. **(Collaboration, Caring for People and the Planet, Cost-Consciousness, Simplicity, Renewal and Improvement, Meaningful**



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Difference, Giving and Taking Responsibility, Leading by Example).

- 3) **IKEA's Mission:** We believe that everyone has something valuable to offer. We are a diverse group of humble, straightforward people with a passion for furnishing homes. We come from all over the world, but we share the same inspiring vision: "To Create a Better Everyday Life for the Many People". How we achieve this vision depends on our shared human values. These values guide our work and build our inclusive, open, and honest culture. It's all about collaboration and enthusiasm. We work hard, but we also have fun. We're always looking for people who share our positive approach and values.
- 4) **IKEA's Motto:** "There are still so many things to do... A Future Full of Glories!"
- 5) **IKEA's History:** From Humble Beginnings to Global Brand - A brief History of IKEA. IKEA has captured the hearts of millions of people and has furnished homes around the world. The entire concept began in a small village in Sweden in the 1940s, at the hands of an enterprising boy who aspired to make life better for people everywhere.
- 6) **IKEA's Social Responsibility:** We want to help build a fairer and more equal society. To do this, we will put people first and grow our business in an inclusive way. We will respect and encourage diversity and equality, promote decent and meaningful work, and enable people to provide a decent life for themselves and their families. We do this by working with social entrepreneurs for a better future. One way we create a

better everyday life for the many is by encouraging social entrepreneurs to bring about long-term positive change in the lives of those who need it most. Suppliers are our partners in responsible business; our suppliers are our partners in making a positive difference. We work together to run our business in a socially and environmentally responsible way, creating a better everyday life for people all over the world.

Among the Achievements of IKEA's Social Responsibility Initiatives:^{xxi}

- **Leadership in Environmental Sustainability and Social Responsibility:** IKEA has become the third most recognized global leader in environmental sustainability and social responsibility.
- **Expanding Sustainable Living Programs:** IKEA expanded its Sustainable Living Program by introducing Home Air Purifiers, Energy-Efficient LED Light Bulbs, Solar Panels, and Water Recycling Systems in 2020 CE.
- **Promoting Plant-Based Alternatives:** IKEA has increased the availability of plant-based alternatives in its grocery stores and restaurants, with the goal of making 50% of restaurant meals and 80% of packaged foods plant-based by 2025 CE.
- **Sustainable Sourcing Practices:** IKEA sourced 98% of the wood used in its products from Forest Stewardship Council (FSC)-certified sources and/or recycled materials in 2020 CE.
- **Reducing Single-Use Plastic Use:** IKEA made 44% of its plastic products from recycled or renewable

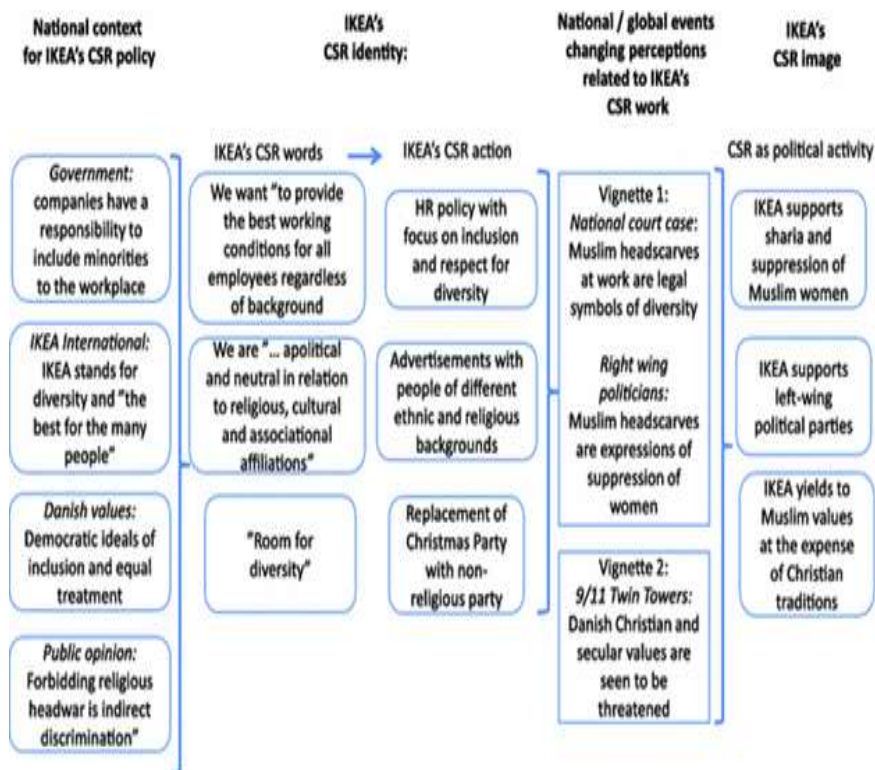


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materials in 2020 CE, contributing to a reduction in single-use plastic use.

- **Gender Equality and Diversity:** Women held 40% of senior management positions at IKEA in 2020 CE. The company aims to achieve equal gender distribution by 2030 CE. IKEA also ensures fair and equal treatment of Employees regardless of their gender or sexual orientation.
- **Supporting Social Entrepreneurs:** IKEA continued its Social Entrepreneurship Program, providing opportunities for artisans in developing countries to promote positive social change and sustainable livelihoods.

These Achievements Demonstrate IKEA's Commitment to Environmental Sustainability, Social Equality, and Responsible Labor Practices.



In view of the above, we find that the Communication Culture Strategies adopted by IKEA to express its Corporate Identity can be summarized as follows:

- ✓ IKEA's Mission and Vision emphasize the importance of having a long-term positive impact on society. It goes beyond providing products; it aims to help people achieve a better life.
- ✓ The IKEA Logo reflects its passion for achieving greater ambitions and ensuring sustainability into the future.
- ✓ IKEA Promotes its Corporate Identity through its commitment to Environmental and Social



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Responsibility in its products and community engagement.

- ✓ IKEA Believes in the importance of Leadership (Leading by Example) as a key enabler for achieving Corporate Goals and moving toward Leadership and Sustainability.
- ✓ IKEA Embraces a communication culture based on fostering a spirit of collaboration, strengthening human relations, integrity, and credibility, and providing partners with the opportunity to participate in achieving its positive approach and embedding its shared values.

Conclusion:

Corporate Identity refers to all communication messages whose content includes (the Organization's Image, Mission, Activities, Values, and Culture), through which it seeks to create a shared understanding and influence its environment, both internally and externally. Accordingly, the success of Organizations depends on the existence of a communications system that allows information to be transmitted along clear and defined lines. Relationships between Organizational Members have a significant impact on the Organization's Performance, Gaining the Satisfaction and Trust of Stakeholders, and Ensuring the Loyalty of Stakeholders.

This is a strategic focus of its policies. It works to create harmony between its objectives and their requirements, especially in light of the constant and ongoing change in

these requirements. To keep pace with these requirements and maintain its position, it seeks to achieve the highest possible degree of responsiveness, known as Customer Service Quality. This requires establishing a positive Communication Culture that enables it to achieve this, especially in light of the actual problem that represents a challenge for Economic Institutions; adapting to the dynamic nature of the surrounding environment, both internal and external. This imposes the need to search for mechanisms and strategies that enable it to achieve integration between its objectives and respond to the aspirations and requirements of its customers. This ensures its growth and development, preserves its survival and continuity, and supports its Corporate Identity.

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