



Reimagining supplier collaboration

with INGKA Holding B.V.

2023

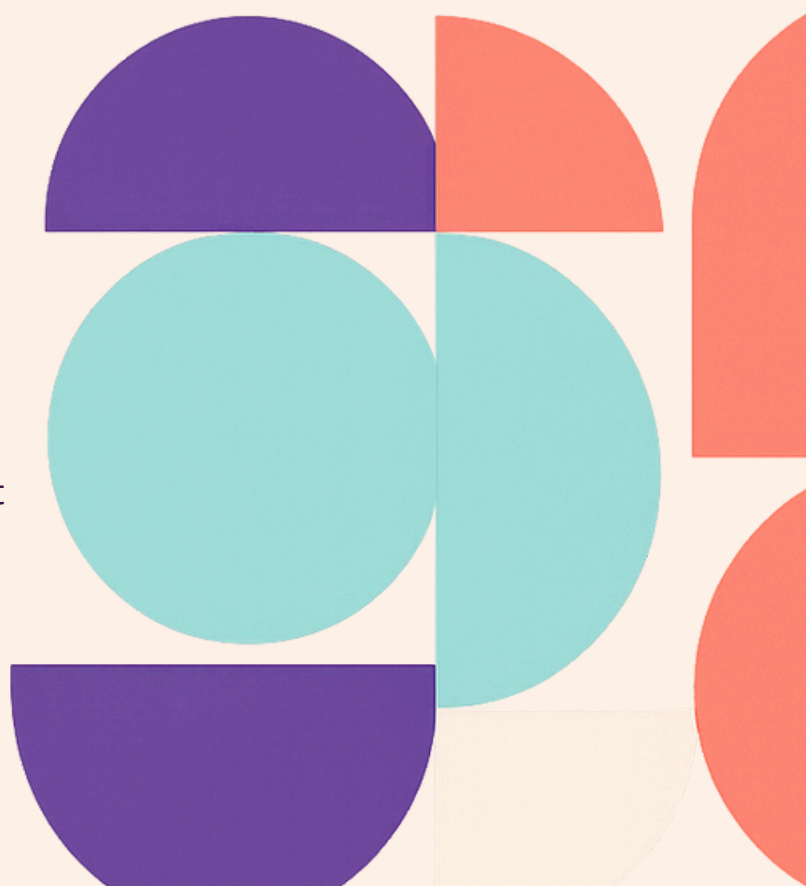


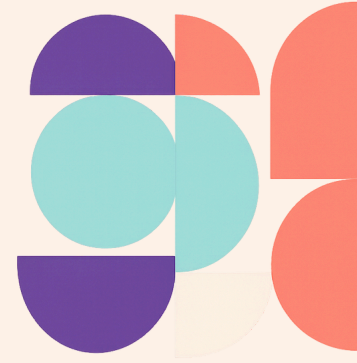
Bringing supplier capabilities and innovation closer to Ingka

Planet Positive, People Powered, Omnichannel Excellence, and Partnering with Impact

Faced with the challenge of shifting from transactional partnerships to a collaborative model, Ingka Holding B.V. (the largest IKEA retailer) hosted the Ingka Supplier Day 2022, a global event organised in collaboration with Future Positive.

The result? Stronger partnerships, aligned sustainability priorities, and a clear roadmap for driving innovation and mutual growth.



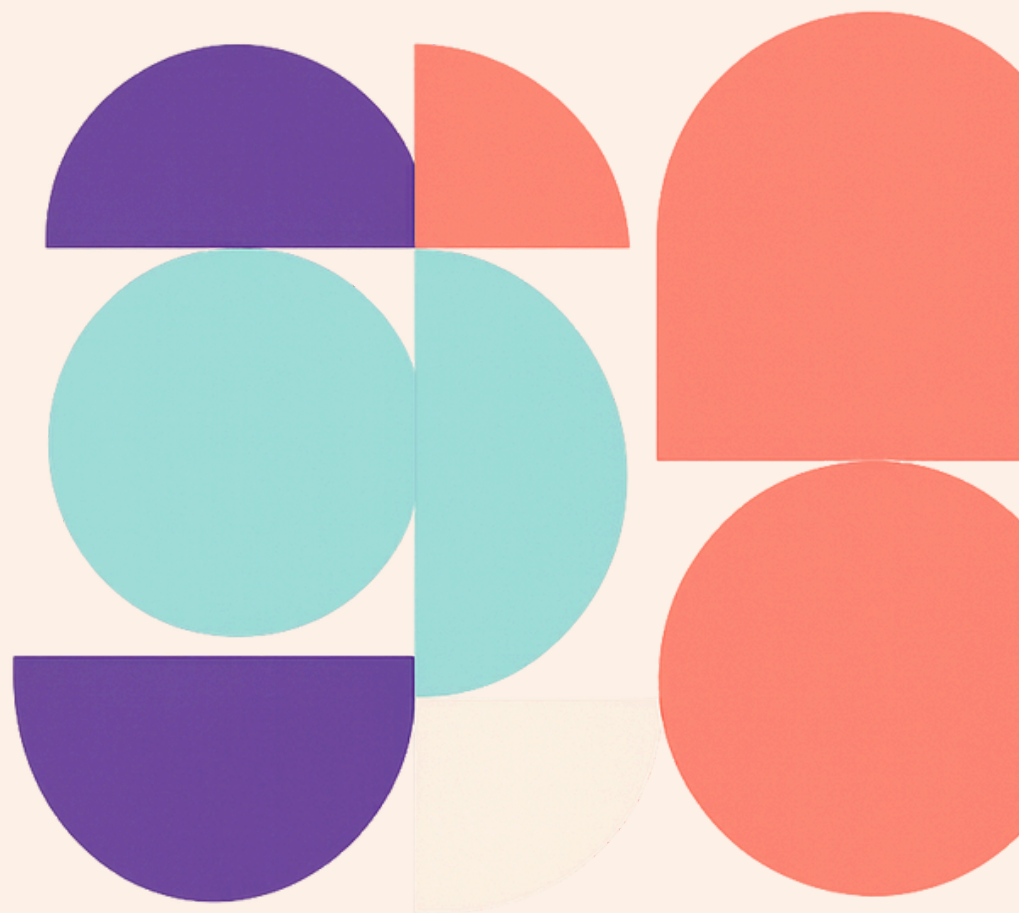


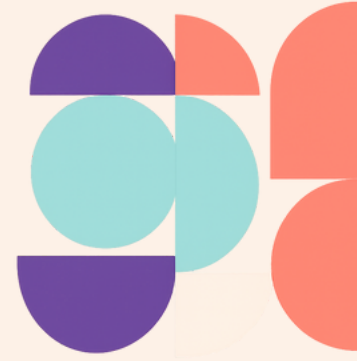
Overview

Ingka Group set out to strengthen the partnership between its global supplier community and its ambitious vision for a people powered and planet positive future.

The company aimed to deepen collaboration, spark innovation, and translate shared sustainability goals into concrete action across its value chain.

Future Positive partnered with Ingka to design and deliver a global virtual summit that not only celebrated shared progress but also redefined how IKEA's ecosystem collaborates for long-term growth and impact.





CHALLENGE

From shared ambition to structured collaboration

Ingka's challenge was clear: how to unite thousands of suppliers across regions, sectors, and time zones behind one shared purpose: **creating a better everyday life for people and the planet.**

To do so, the company needed to:

- Identify and categorise key suppliers under four transformation themes: Planet Positive, People Powered, Omnichannel Excellence, and Partnering with Impact
- Engage and secure commitment from internal sponsor ambassadors for each theme, ensuring visible leadership and accountability
- Translate the event themes into long-term strategic collaboration levers, embedding them into ongoing partnerships rather than treating them as one-off messages
- Design a global engagement model that felt local, adaptable to diverse markets, cultures, and supplier realities
- Integrate sustainability as a core performance driver, positioning it as a measure of business success and shared value creation

This challenge was not only about logistics but, more importantly, about alignment. Ingka sought to create a model where suppliers became co-owners of its future vision, contributing directly to innovation, inclusion, and impact across the IKEA ecosystem.



SOLUTION

Co-creating the future of supplier engagement and collaboration

Future Positive collaborated with Ingka to design and execute the Ingka Supplier Day 2022, a half-day virtual event that brought together the company's most strategic suppliers and partners worldwide. The event was structured around four future-shaping themes:

1. Planet Positive
2. People Powered
3. Omnichannel Excellence
4. Partnering with Impact

Through keynote sessions, co-creation workshops, and live discussions, Ingka leaders, including Deputy CEO and CFO Juvencio Maeztu, Kajsa Gihan, Lucy Slinger, Sara Del Fabbro, and Wim Blaauw, outlined the company's strategy and invited suppliers to co-design the next chapter of sustainable growth. The event combined inspiration, learning, and hands-on collaboration, turning the idea of supplier alignment into an active, participatory experience.

Redefining
engagement and
driving collective
progress

IMPACT

& ROI

84%

**identified new opportunities
for collaboration and
innovation**

*As a result, Ingka Group evolved its
supplier engagement model to include
more frequent supplier events, creating
an ongoing platform for shared
progress and collaboration.*

79%

**suppliers gained greater
clarity on IKEA's vision**

*Supplier engagement now enables
continuous dialogue, learning, and
innovation exchange.*

74%

**suppliers felt a stronger
alignment on sustainability
goals**

*Both suppliers and Ingka Group are
unlocking new opportunities for
innovation, efficiency, and mutual
growth.*





Ready to Make Your Supplier Relationships Future Positive?

Future Positive helps organizations build supplier ecosystems that are not just efficient but visionary, value-driven, and resilient.

From global summits to long-term partnership frameworks, we co-create engagement models that turn alignment into action and ambition into measurable impact.

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