

The IKEA franchise system & AI

Legal - 7 June 2025

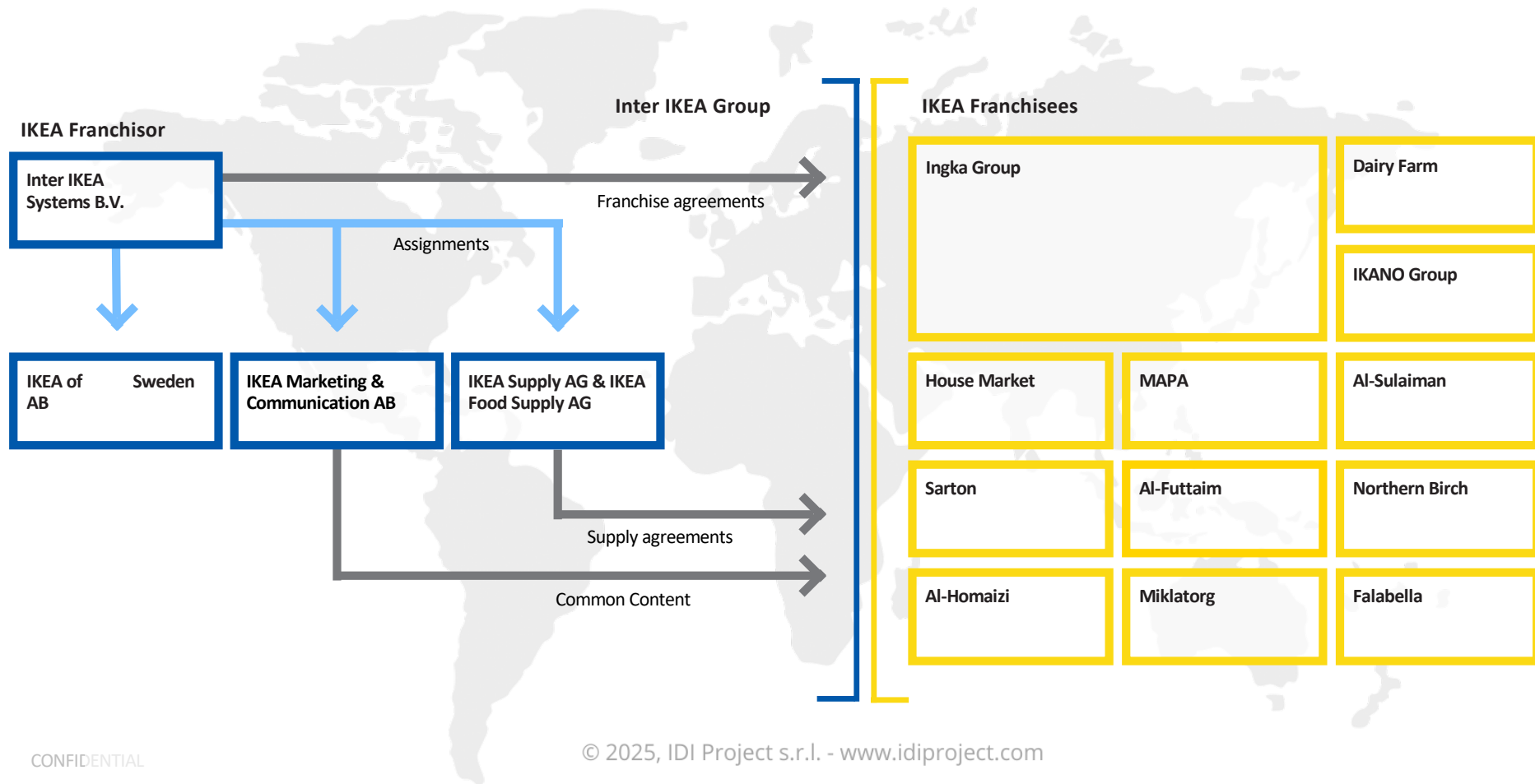


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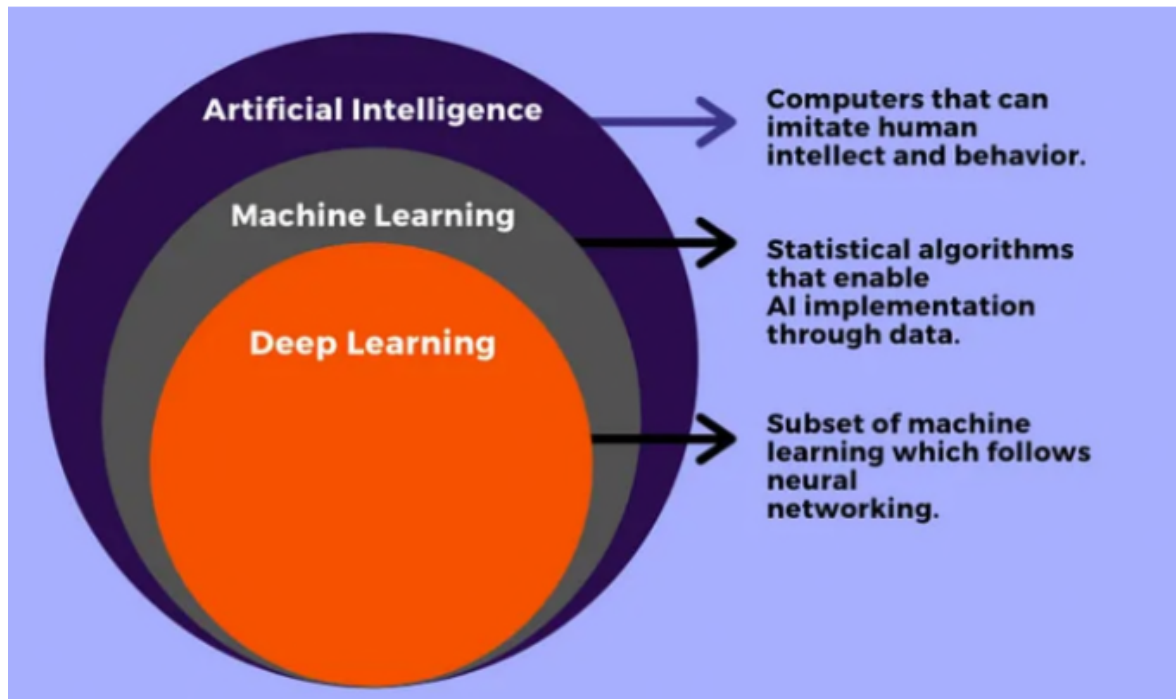
Topics

- The IKEA Franchise set-up
- The use of AI at IKEA
- Key challenges for the franchise setup
- Key challenges for Legal

The IKEA franchise system



Artificial Intelligence



- Understanding Language
- Recognizing Images
- Learning from Experience
- Making Decisions



AI at IKEA

AI is a retail opportunity:

- **AI in Customer Facing Solutions**
(E.g. Chatbots and conversational AI (IKEA GPT))
- **AI In Operations and Supply Chain**
(E.g. Warehouse drones)
- **AI driven marketing**
(E.g. Customer Insights and Analytics, Advertising Optimization)

AI at IKEA

<https://www.youtube.com/watch?v=EHmjGwNK36M>



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Key challenges for the franchise setup

- Consistency vs Innovation
- Data Ownership and Privacy
- Technology Disparities Between Franchisees
- Training and Change Management
- Ethical Risks
- Security Risks



Key Challenges for Legal

- Skillset/ Knowledge Gap
- Regulatory Developments and Compliance Uncertainty
- Contracting Risk/ IP and Trade Secret Challenges
- Ethical Risks
- Company Governance and Policy
- Litigation and Liability Exposure
- Reputational and ESG Impacts

Questions?



13/10/2017

Intro to the new FAP

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