ICE Consulting for **Boozt**

CBS CASE COMPETITION

Boozting Loyalty

Through visual search and diversifying distribution

Charles

Amy

Marc

Gabriela

Boozt

Mandate

?

How can Boozt increase **customer loyalty, growth**, and ultimately **profitability** within its Nordic department store model to grow revenue by **40%** before **2027**?

Boozt's Current Outlook

Boozt

Mandate

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Strategy

Acquire	**Cross-Sell**	**Expand**
① ViSenze, a company with image search technology	② Higher-value, other category items based on predictive analytics	③ Distribution and fulfilment centers for efficient shipping

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Strategy

1 **Acquire**
ViSenze, a company with image search technology

2 **Cross-Sell**
Higher-value, other category items based on predictive analytics

3 **Expand**
Distribution and fulfilment centers for efficient shipping

Impact

43.6%
Revenue growth before 2027

Pre-Purchase
New customer data

218,310 kg
Carbon emissions saved

By following the ACE strategy, Boozt will be able to increase its revenue by **over 40%** while also working towards its new data and ESG goals

Boozt is a leading player within the Nordic Department Store concept

Boozt

The Company Today

Leader in Technology

Boozt is an early pioneer in innovative technology solutions, having had a strong vision to leverage technology and data

 # 1 Leading Nordic department store brand

Household name for women and men's fashion

Values

Technology

Internal data and media partnership

Sustainability

Care-For Strategy targeting ESG

People

Strong customer satisfaction

Competitive Advantages

Club Boozt

Boozt's strong loyalty program garnered 1 million members in just 230 days, and offers tailored discounts to users

Nordic Brand Hub

Boozt sells a broad range of products that are seamlessly aligned under the mid-market and premium categories

Goals

Increasing Cross-Category Sales

Boozt is a household name in fashion, but hopes to continue being the department store of choice for home, beauty, kids, and sports

Collect Pre-Purchase Consumer Data

Boozt acknowledges that earlier and higher-volume data collection are critical to attracting their customers

Boozt can turn its pain points into opportunities by leveraging its current strengths

Boozt

Pain Points

Three major pain points

Limited Pre-Contact Data
Boozt currently collects limited data prior to initial sales contact, but acknowledges its importance
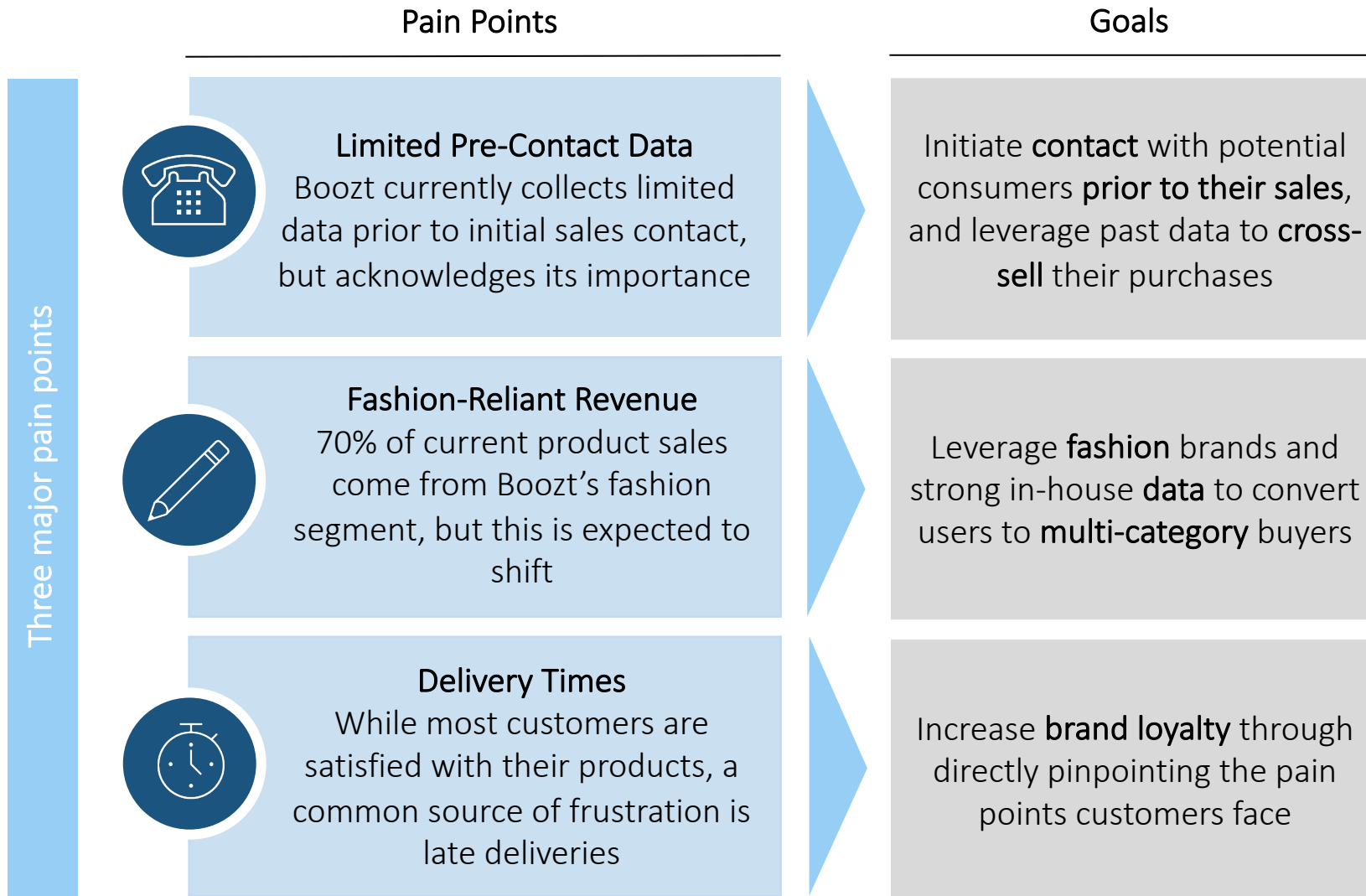
Fashion-Reliant Revenue
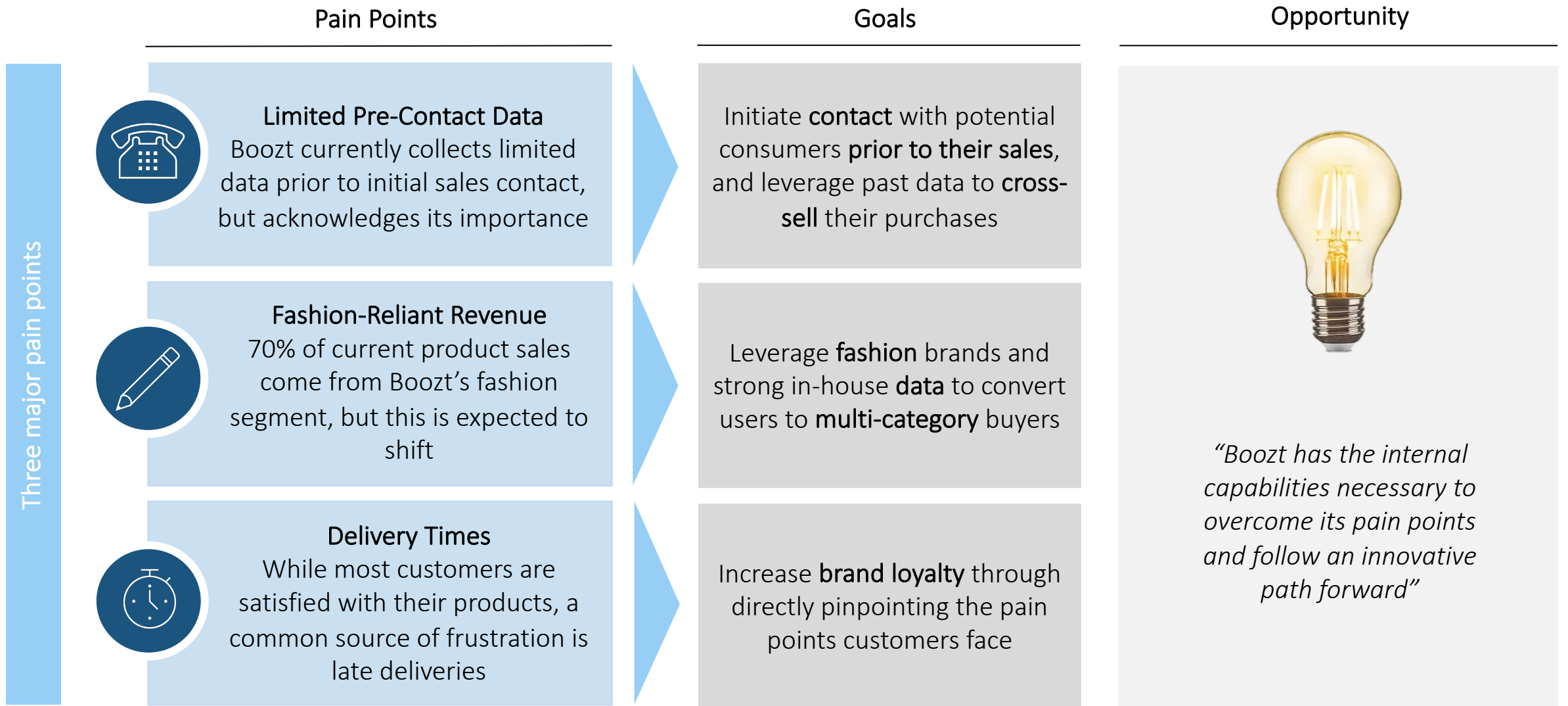70% of current product sales come from Boozt's fashion segment, but this is expected to shift

Delivery Times
While most customers are satisfied with their products, a common source of frustration is late deliveries

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Goals

Limited Pre-Contact Data
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Initiate **contact** with potential consumers **prior to their sales**, and leverage past data to **cross-sell** their purchases

Fashion-Reliant Revenue
70% of current product sales come from Boozt's fashion segment, but this is expected to shift

Leverage **fashion** brands and strong in-house **data** to convert users to **multi-category** buyers

Delivery Times
While most customers are satisfied with their products, a common source of frustration is late deliveries

Increase **brand loyalty** through directly pinpointing the pain points customers face

Source: TrustPilot

Insights | Recommendation | Financials | Implementation | Impact

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Boozt

Pain Points	Goals	Opportunity

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"Boozt has the internal capabilities necessary to overcome its pain points and follow an innovative path forward"

Source: TrustPilot

Insights | Recommendation | Financials | Implementation | Impact

Thorough market research reveals important implications for Boozt's navigation of the online retail industry

Boozt

Market Characteristics

(1) **Online Shopping**
The consumer landscape is increasingly shifting online, and the one-stop-shop nature of online retail results in increased cart sizes

(2) **Personalization**
Consumers don't just want, but expect to see more customized and tailored purchasing suggestions when shopping

(3) **Convenience**
Consumers are most often busy people with packed lifestyles, and prefer the ease of buying multiple items with just one click

Market Data

75%
of European consumers shop online

4/5
consumers expect personalization when shopping online

50%
of online consumers primarily look for convenience

Sources: Statistisches Bundesamt, Shopify, McKinsey

Thorough market research reveals important implications for Boozt's navigation of the online retail industry

Boozt

Market Characteristics	Market Data	Implications
1 **Online Shopping** The consumer landscape is increasingly shifting online, and the one-stop-shop nature of online retail results in increased cart sizes	**75%** of European consumers shop online	The online consumer channel is the **most important** sales channel to capture **market share** and maintain **market leadership** to stay ahead of competitors
2 **Personalization** Consumers don't just want, but expect to see more customized and tailored purchasing suggestions when shopping	**4/5** consumers expect personalization when shopping online	By providing consumers with **personalized offerings** in a non-invasive way, Boozt has the potential to **convert prospective customers** into buyers
3 **Convenience** Consumers are most often busy people with packed lifestyles, and prefer the ease of buying multiple items with just one click	**50%** of online consumers primarily look for convenience	Consumers are **open and willing** to accepting cross-selling or bundling promotions, provided the items are **complementary** to their needs

Sources: Statistisches Bundesamt, Shopify, McKinsey

Karl is a moderate customer that will become an active customer

Boozt

Karl the **moderate customer**

Valuable and stable

66% of total customer base

1. **Age**: 23
2. **Occupational status**: student
3. **Location**: Stockholm
4. **Average frequency**: 2.3 a year
5. **Average basket size**: 1,500 SEK
   (varying span: 1,300 – 2,000)

Karl the **active customer**

High value

20% of total customer base

1. Age: 23
2. Occupational status: student
3. Location: Stockholm
4. Average frequency: 6.3 a year
   (varying span: 3-11 times per year)
5. Average basket size: 1,525 SEK
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Source: Boozt

What are the different options Boozt could pursue to tackle its pain points and achieve its goals?

Boozt

Potential avenues

Importance ←

	Lifetime Customer Value	Cross-Category Products	Pre-Purchase Data	Leveraging Capabilities	Financial and Legal Viability
Limited-Time Promotional Events					
App & Supply Chain Infrastructure					
Aggressive European Expansion					
Brick-and-Mortar Pop-Ups					

After an extensive and thorough analysis, we have determined that improving the **technological and supply chain infrastructure** will be the most beneficial strategy for Boozt to increase customer lifetime value, cross-sell products, gain valuable data, and leverage its current internal capabilities.

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Potential avenues					
Importance ←	Lifetime Customer Value	Cross-Category Products	Pre-Purchase Data	Leveraging Capabilities	Financial and Legal Viability
Limited-Time Promotional Events	◐	◐	●	◔	◔
App & Supply Chain Infrastructure	●	◔	●	●	◔
Aggressive European Expansion	◔	◔	◐	◐	◔
Brick-and-Mortar Pop-Ups	◐	●	◐	◐	◔

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Our ACE Strategy will allow Boozt to reach its goal of increasing cross-category purchases and high-value segments

Boozt

By following the ACE strategy, Boozt will be able to increase its revenue by **over 40%** while also working towards its new data and ESG goals

1
App Acquisition
Of ViSenze
Easier search

2
Cross-selling
In Club Boozt
Predictive Bundling

3
Expansion
Of fulfilment and distribution centers to reduce shipping times

Acquiring ViSenze to incorporate visual search into the current e-commerce platform

Boozt

ViSENZE

An **image recognition and visual research engine** that is comprised of an AI based visual search platform designed to **improve e-commerce retail experience**
- Optimize search engine (SEO)
- Smart recommendations
- Cross device experience

Why acquire ViSENZE ?

1 Strong **preference for in-house** capabilities

2 Pre-trained AI for **instant product excellence**

3 Product already **GDPR-compliant** due to UK use

Global visual search market

- Expected to grow at a **17.5% CAGR** between 2019 to 2027
- Expected to generate **$28,470m** in revenue by 2027

Sources: Globalnewswire, ViSenze

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ViSENZE → Boozt LENZ

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Visual Search
Using an API, visual search enables customers to submit an image of an item, search for it online, and receive multiple similar recommendations

Deep Tagging
Automated tagging process that organizes and tags images in the product catalogue based on their characteristics (color, size, type, brand, use). This allows for an improved, description-based search

Customized Taxonomy
Use a generalized taxonomy and adapts it to a specific taxonomy for each market. It can then be customized to each client based on how they tag their products for visual search

WEB PAGE — RESPONSE — INTERNET — REQUEST — API — WEB SERVER — DATABASE

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Impact

- Additional source of data collection
- Increases the use of Boozt.com
- Generates media buzz for Boozt.com

Sources: Globalnewswire, ViSenze

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Leveraging new technology to cross-sell to other categories

Boozt

How it Works

Predictive Analytics
Training Model

Collect and clean current data from customer purchases

Train model to describe and analyze data, learning consumer trends

Predict what customer would buy in other categories based on customer behaviour

Leveraging new technology to cross-sell to other categories

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Predictive Analytics Training Model

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Boozt categories

- Women
- Men
- Children
- Sport
- Beauty
- Home

Leverage fashion success

Using our household name fashion presence to promote other segments

Why would customers be drawn to cross buying?

- Customers deeply want to **take style inspiration** from the picture they've seen
- **Bundles are discounted** compared to regular recommendations
- Visual search is **more likely to be accurate** compared to regular text search and is **more user-friendly**
- **Educational advertising** in the form of demos on social media and in real life would help **convince customers of merits**

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Impact

Increase cross-selling
Converting clothing category shoppers to be multi-disciplinary

Discovery
Consumers learn about Boozt emerging categories

Convenience
Customers overall become more valuable through an increased AOV

1.

After **remembering hearing** about
Boozt LENZ
Karl **takes a picture** of an outfit he sees on TV

Karl's customer journey

Boozt

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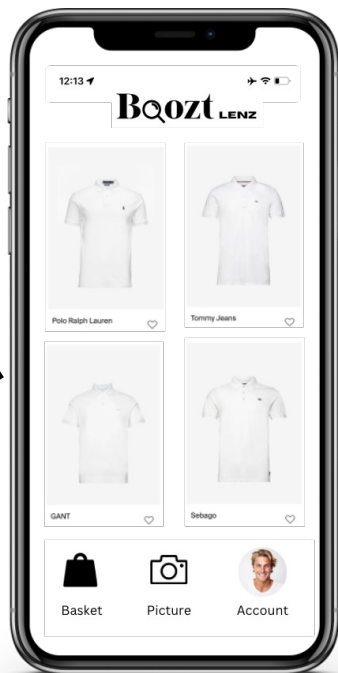
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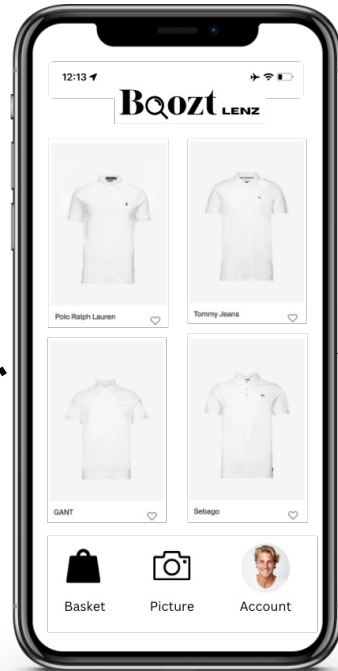
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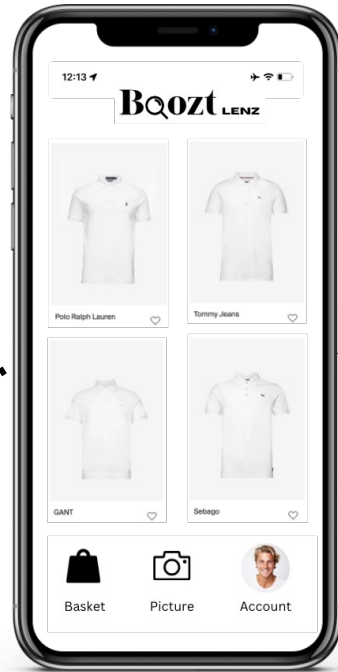
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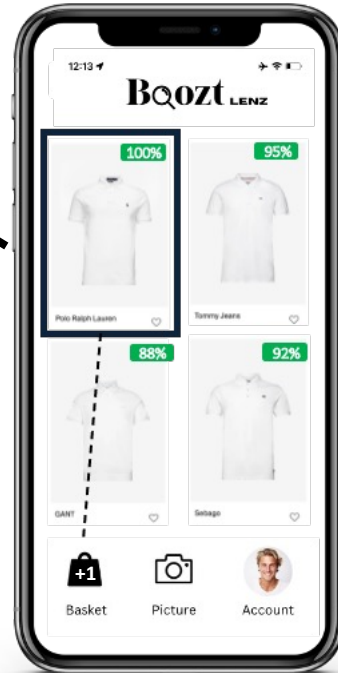
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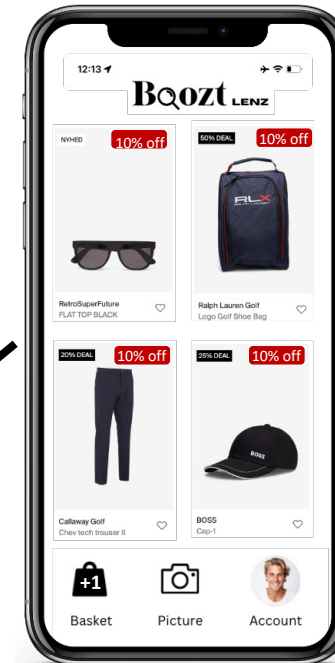
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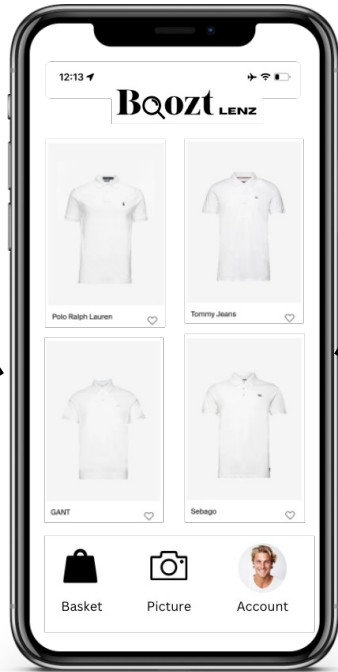
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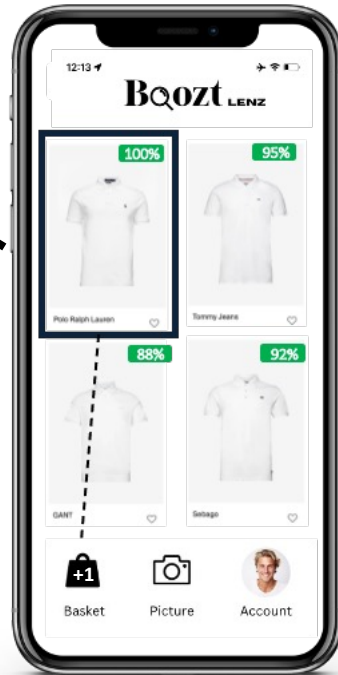
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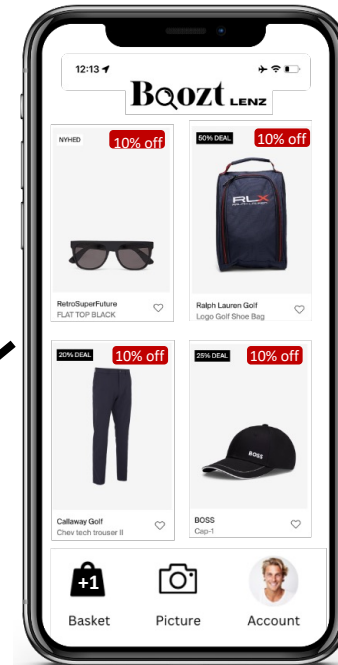
5. Karl decides to also **purchase other products** due to the **bundling discount**
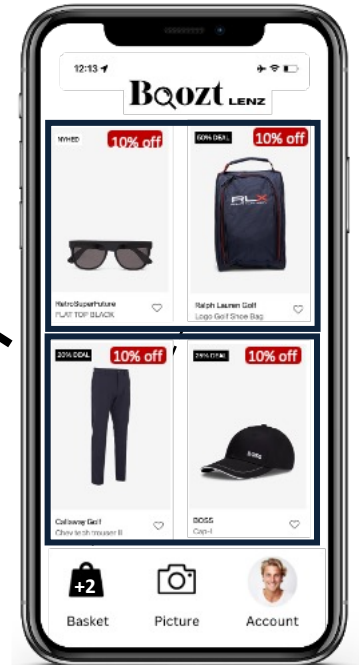
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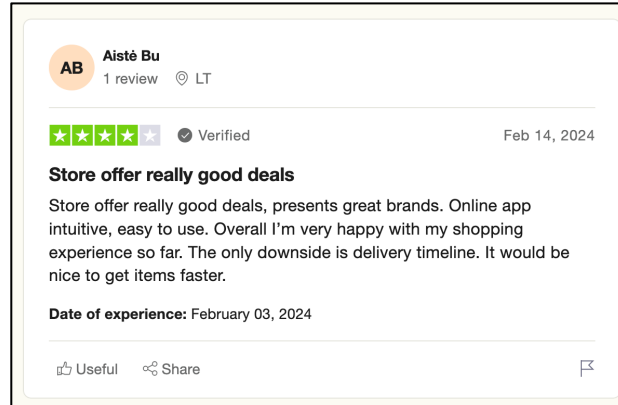In Club Boozt
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3 — Expansion

Of fulfilment and distribution centers to reduce shipping times

Scaling Boozt's fulfilment centers to multiple locations will reduce delivery delays and increase customer loyalty

Delay Insights

Common sample review detailing
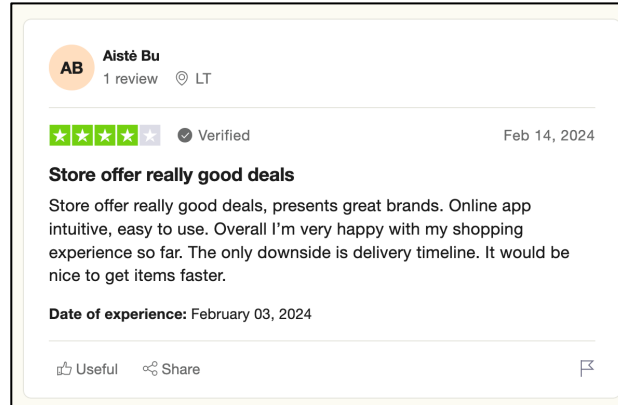1) satisfied with offer but
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> 1 review · LT
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> ★★★★☆ · Verified · Feb 14, 2024
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> **Date of experience:** February 03, 2024
>
> 👍 Useful   ⌁ Share   ⚑

- **33,023 reviews analyzed**

- **1357 reviews** regarding **negative delivery**

- **4.1%** of total reviews

Sources: Trustpilot, Google Earth

Scaling Boozt's fulfilment centers to multiple locations will reduce delivery delays and increase customer loyalty

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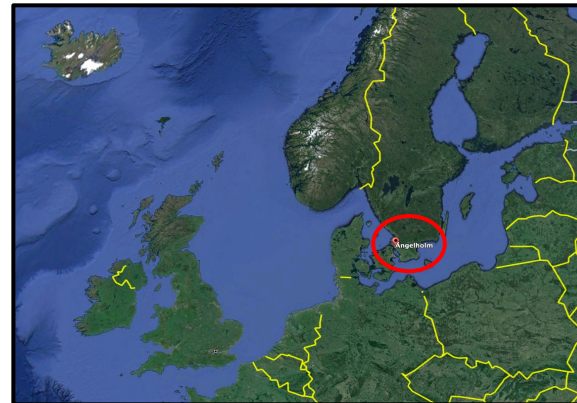
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Geographical Insight

~**17%** of reviews are in Sweden/Denmark
~**83%** of reviews are in other markets with **Nordics/Baltics** disproportionally represented (**~53%**)

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Takeaways

From Trustpilot, the biggest pain point was **late deliveries**

Currently there is one mega fulfilment center in **Ängelholm**

Scaling business needs and growth demand a **new innovation**

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Emerging problems

70% Increase in revenue in ROE Q4 2023

95% Orders are delivered within estimated delivery

386K Late Deliveries

Strategic locations of new fulfilment centers

Boozt

Fulfilment Centers

Heavily reduced shipping points to key markets

Stock fulfilment centers with top 6000 (0.01%) SKUs based on monthly sales data grouped by region

Modular fulfilment centers easily scalable and does not conflict with BFC 2.0 ambitions

Case Study: Amazon.com

After one fulfilment center in Seattle, Amazon opened a second in Nevada in 1997, faced by **fast growth** to provide **faster** and **more efficient shipping**

In 2019: **98.9%** on-time delivery rate

amazon

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"Our ambition is to *own the north*" – Commercial Lead

Locations

1. **Tallinn, Estonia** serving the Baltic States and Finland

2. **Poznan, Poland** serving Central & Rest of Europe

Technology A/S, Aarhus
Fulfilment Centre, Ängelholm
Innovation Lab, Copenhagen
Headquarters, Malmö
Technology Baltics, Vilnius
Developer Team, Poznan

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Investment

175,100m SEK
for fulfilment center

1st launch Baltic BFC

Impact

2 days — Reduced **shipping time** in target countries

7190 — Customer reviews **addressed directly**

Our strategy generates significant revenue and environmental impact

Boozt

Revenue Impact

1 | 11,138m SEK in 2026 Net Sales

12.8%
CAGR

43.6%
Revenue Growth before 2027

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(Bar chart showing Net Sales values with y-axis from - to 12,000M, for years 2024, 2025, 2026)

Cost Impact

2   688m SEK in Upfront Costs

API Integration (<1%)

Fulfilment Centre (13%)

Permitting Fees (<1%)

ViSenze Acquisition (87%)

Insights | Recommendation | Financials | Implementation | Impact

Our strategy generates significant revenue and environmental impact

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Revenue Impact

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12.8%
CAGR

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Revenue Growth before 2027

Chart (Net Sales, M SEK):
- 2024: ~8,500M
- 2025: ~9,400M
- 2026: ~10,800M

Y-axis: 12,000M, 10,000M, 8,000M, 6,000M, 4,000M, 2,000M, -
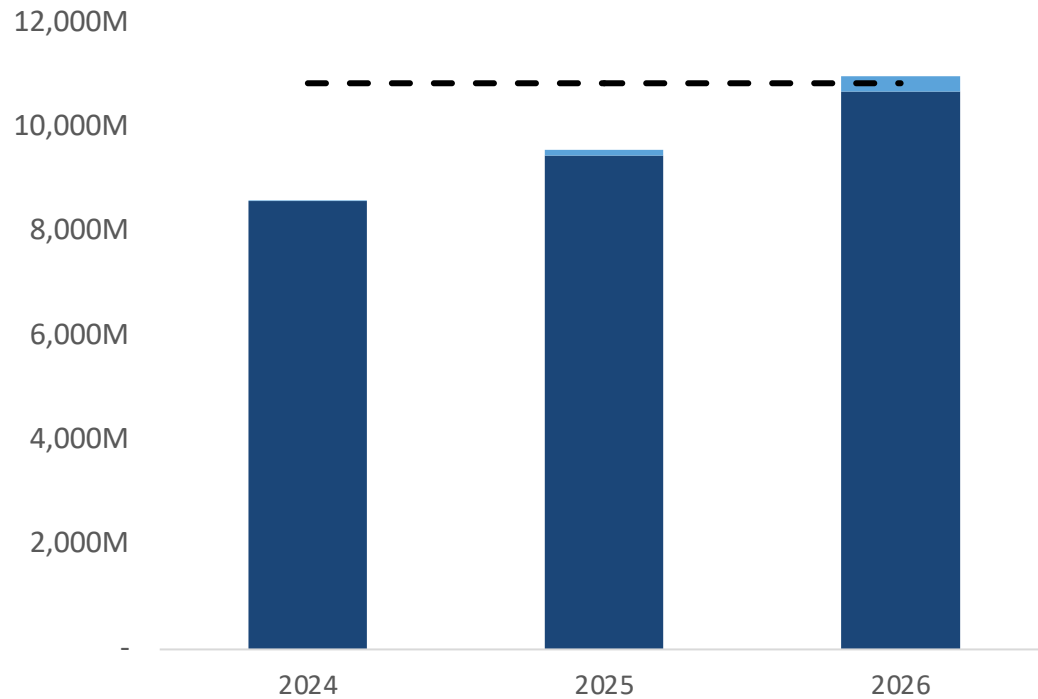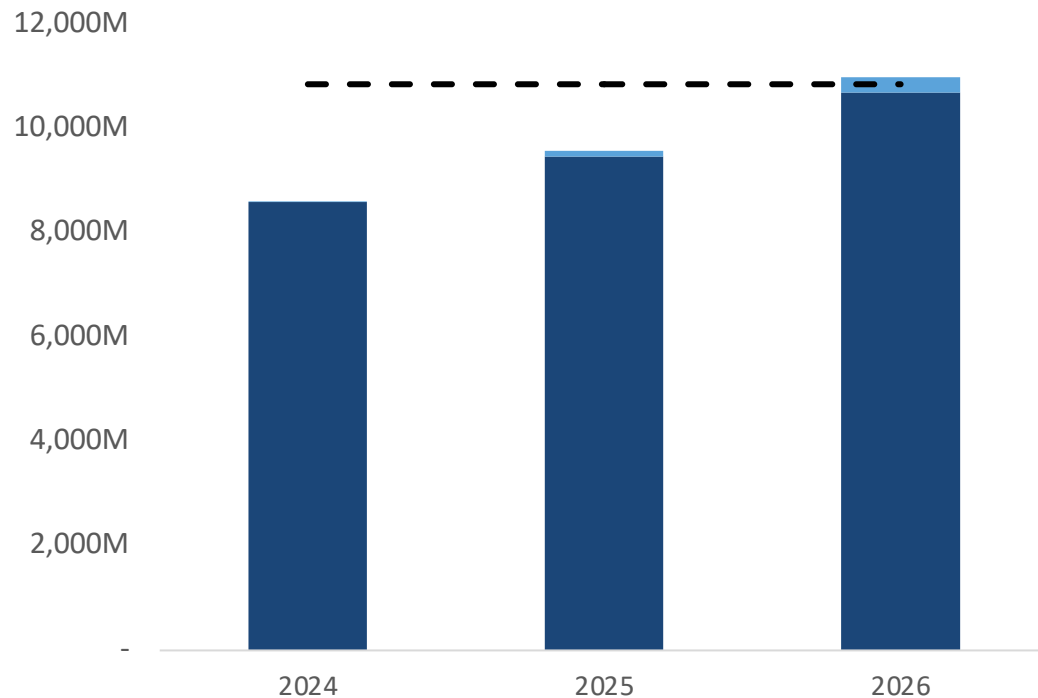
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- Fulfilment Centre (13%)
- ViSenze Acquisition (87%)
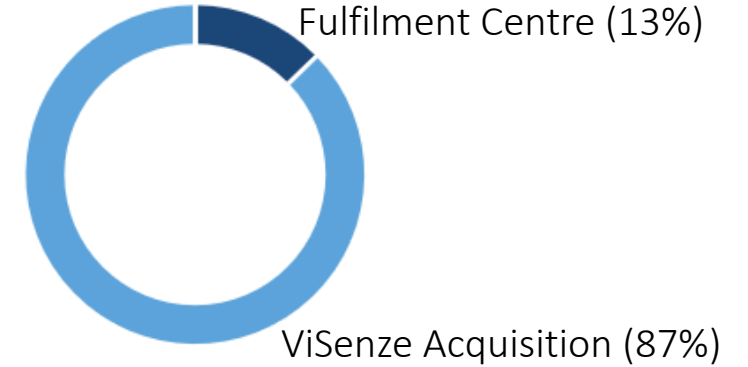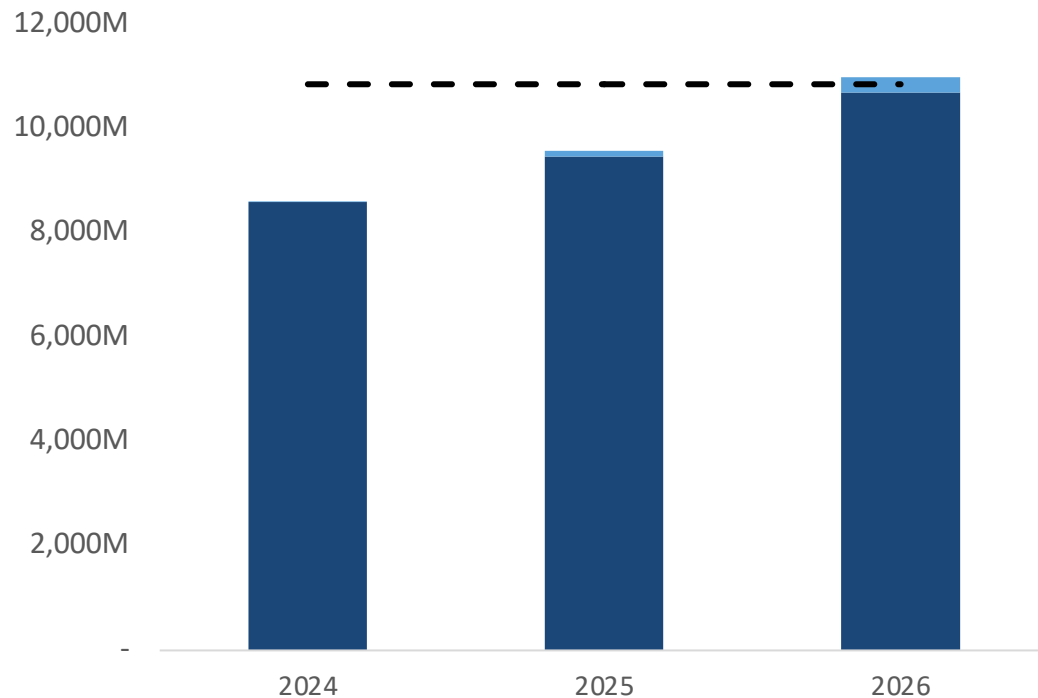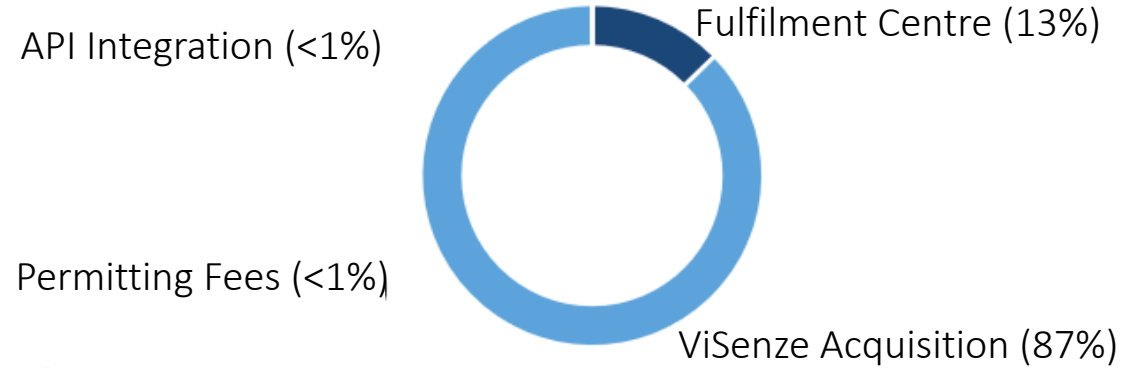
3 | Environmental Impact

Bundling Rate:
5%
Average Bundle Size:
2.5 items
Emissions per parcel:
0.49 kg

64,055 km
Of vehicle commuting removed

Total Carbon Saved: 218,310 kg

Boozt

ViSENZE

8.8m SEK

Revenue in 2023

6.6x EV/Rev

SaaS acquisition multiple

Sources: Aventis Advisors, ICE Analysis

Insights | Recommendation | Financials | Implementation | Impact

Boozt

ViSENZE

8.8m SEK

Revenue in 2023

6.6x EV/Rev

SaaS acquisition multiple

Customer Conversion from Single Category Required to Offset Acquisition Costs

170K Members

Converted in 2023

2 Category
55,033
Customers

3 Category
22,721
Customers

4 Category
11,483
Customers

5 Category
7,206
Customers

6 Category
3,731
Customers

The ACE strategy requires implementation support to hit key goals by 2027

Boozt

Must-win battles	Acquire and integrate ViSenze technology	Generate interest in Boozt Lenz	Establish BFC in Estonia

2024	Q2	Q3	Q4	2025	Q1	Q2	Q3	Q4	2026	Q1	Q2	Q3	Q4	2027+

ViSenze Acquisition

- Negotiate and acquire ViSenze
- Integrate
- Monitor search success rate and refine app ◆
- Monetize Lenz as a SaaS, helping increase Boozt Data Intelligence revenue to goal levels

Cross-Functional Targets

- Provide software with past information to train it better
- Predict and recommend consumers with additional products
- ◆ Procure Poznán BFC
- Construct Poznán BFC

Fulfilment Centers

- Negotiate and secure building rights in Tallinn for FC
- Construct Baltic BFC ◆
- Open Baltic BFC ◆
- Scale Baltic BFC via Modular expansion
- Gather sales insights from Boozt DI
- Adjust Top 1% SKUs per month ◆
- Explore 3rd BFC focusing on Western Europe

KPIs

① 700K monthly image searches

② 10% increase in single category conversion

③ Delivery time reduced by 1-2 days in Baltics/Finland

Legend
- Primary task
- Evaluation ◆

Insights | Recommendation | Financials | **Implementation** | Impact

The ACE Strategy has some risks that are mitigated with careful actions

Boozt

Risk

1 Post-acquisition integration is tough due to cultural differences between companies

2 Consumers are not interested in bundled options

3 Delivery remains variable due to weather concerns

4 Additional fulfilment centers cause operational inefficiency of core BFC

Probability — High / Low
Severity — Low / High

Imminent Risks

Minor Risks

The ACE Strategy has some risks that are mitigated with careful actions

Boozt

Risk

1	Post-acquisition integration is tough due to cultural differences between companies
2	Consumers are not interested in bundled options
3	Delivery remains variable due to weather concerns
4	Additional fulfilment centers cause operational inefficiency of core BFC

Mitigation

- Ensure ample due diligence and alignment on technology strategy and usage
- Emphasize attractiveness of bundle options with discounts, improve predictive model
- Ensure efficient communication between distribution centers, and more accurate estimates
- Have fulfilment centers operate more independently, preventing frictions

Use Cases

MOJANG
fabfitfun
ParcelPal
amazon

With the ACE Strategy, the future of Boozt is strong

Boozt

Through implementing the ACE strategy, Boozt will achieve:

43.6% revenue growth
before 2027

Increased new data

218,310 kg carbon
emissions saved

Slide map & Appendix

Boozt

Appendix: How does our strategy answer Boozt's asks?

Boozt

Boozt Asks

1 Increase customer loyalty and growth within Nordic department store model

2 Increase cross-category purchases and move customers to higher value segments

3 Make Boozt.com a regular occurrence and habit for the customer

4 Leverage new sources of customer data before initial purchase

Our Solution

Customer loyalty is driven by alleviating the pain point of late delivery shipments and improving customer experience through image search/deep tagging search, creating a truly delightful customer experience. Improves 3/4 customer expectation forces: ease, speed, and relevance
Reducing delayed delivery times increase loyalty

Boozt Lenz increases the accuracy and relevance of cross-selling and up-selling purchases through increased interaction and volumes. Improves "one-stop shop" image, driving loyalty/trust/reliability, further increasing AOV and high category usage

Our solution helps increase customer self-confidence through various categories, increasing usage. Drives "one-stop shop" image, which generates loyalty and trust, therefore creating more regular use
Reliable delivery contributes to regular purchases

Customer data is captured at the item discovery phase, increasing the volume of early data and allowing for deeper understanding before any purchases are made

Appendix: List of Pain Points Prioritized and Rationale

Boozt

Pre-Contact Data	Shipping Times	Fashion-Heavy Revenue Streams	Customer Price Sensitivity	Brand Positioning
Boozt wants to collect more pre-purchase customer data	Boozt's main customer complaint is the inconsistent and late delivery or return times	Boozt's revenue stream is currently 70% fashion-related, but aims to generate 70% revenue from other categories in the future	Consumers in the general market are more price-sensitive post-COVID	Boozt is currently considered mid- to premium-tier, but hopes to be seen as premium
• This is essential for forming better predictive models, which targets loyalty	• This is the only complaint that repeatedly pops up in reviews, so we believe that it affects customer loyalty	• By diversifying revenue streams, Boozt also has the opportunity to cross- and up-sell to increase revenue	• Since Boozt's consumers are generally mid- to premium- tier, they exhibit less price sensitivity	• This has not been emphasized as a major pain point or goal of Boozt

← Higher priority

Appendix: Assessing Boozt's Customer Segments

Boozt

Active Customer (20%)	Moderate Customer (66%)	New / Fairly New Customer (14%)

Active Customer (20%)
- High value
- High basket size
- Frequent purchases
- Loyal customer

Moderate Customer (66%)
- Valuable and stable but less engaged
- High basket size
- Moderate frequency
- Loyal customer

New / Fairly New Customer (14%)
- In the process of becoming loyal
- Will either be active or inactive
- Moderate basket size
- Developing loyalty

44.4%
of revenue

47.8%
of revenue

7.8%
of revenue

- Full control of operations
- Uncertainties in new markets and transferrable capabilities

- Significantly decreased risk
- Companies have greater independence

- Risk and profits are entirely shared
- Company goals are more aligned

Loyalty conversion is essential: although active customers make up only 20% of the customer base, they derive 44.4% of total revenue

Appendix: Competitive Advantages in Boozt Universe Prioritized and Rationale

Boozt

Boozt.com	Booztlet	Media Partnership	BooztPay	Brand Hub
Online retail platform with diverse selection of 1300 brands, targeted towards the mid-to-premium market	The Group's inventory clearance channel, mainly targeting price-conscious consumers and bargain hunters	Using online resources and capabilities to provide advertising solutions for brands to reach existing and new customers	Post-purchase payment options like buy-now-pay-later and invoicing across Boozt online universe	Adds value to well-positioned brands; acquires Nordic brands to strengthen growth
• Priority	• Less of a priority – focusing on non price-sensitive members	• Smaller growth opportunity, inadequate for our timeframe	• Little data available on consumer preference with BooztPay option	• Priority

Sources: Boozt

Forces Driving Customer Expectations
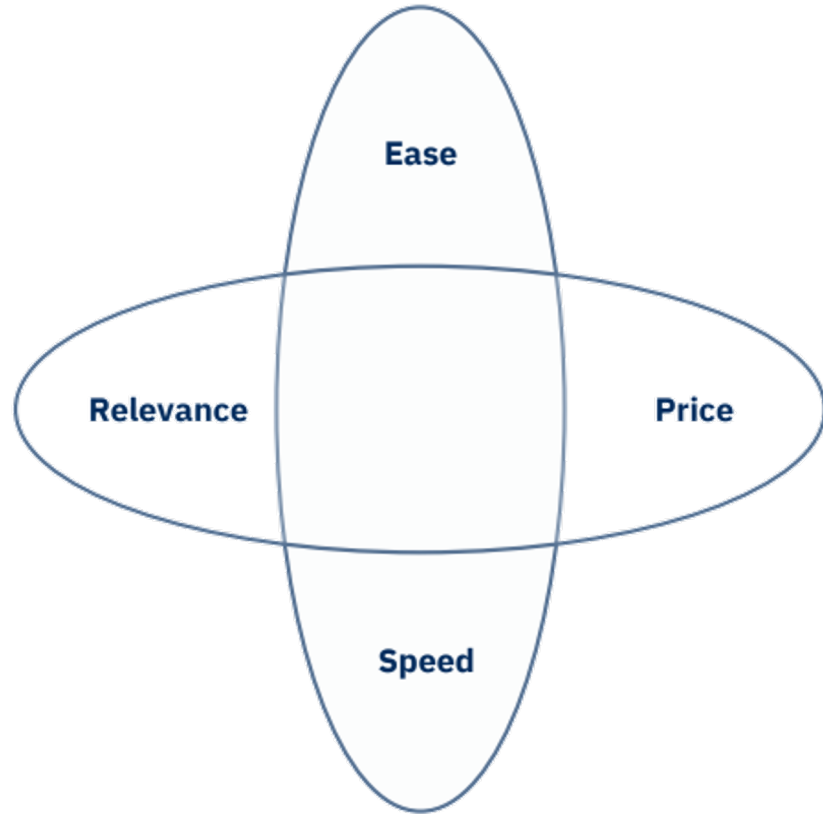
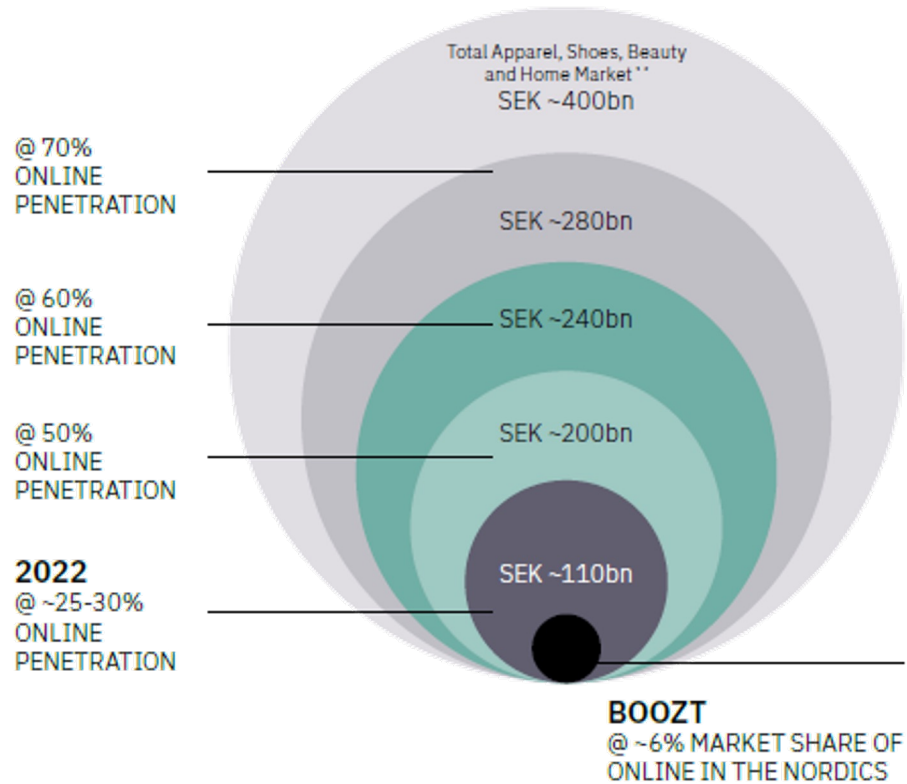| Relevance	• Relevant and curated selection • Personalised yet "power to the people" • Nudging and not forcing
Ease	• Platform agnostic experience (however mobile first) • Convenient delivery and return options • Easy access customer care
Price	• Pay THE (right) price
Speed	• Fast site • Fast delivery • Fast (instant) returns • Fast response (customer care)

Sources: Boozt

GHG Emissions by Scope

SCOPE 3 EMISSIONS ACCOUNT FOR 99.8% OF THE TOTAL GHG FOOTPRINT

0.13%

33.8%

0.04%

66.0%

- Scope 1
- Scope 2 (market-based)
- Scope 3 Downstream Categories
- Scope 3 Upstream Categories
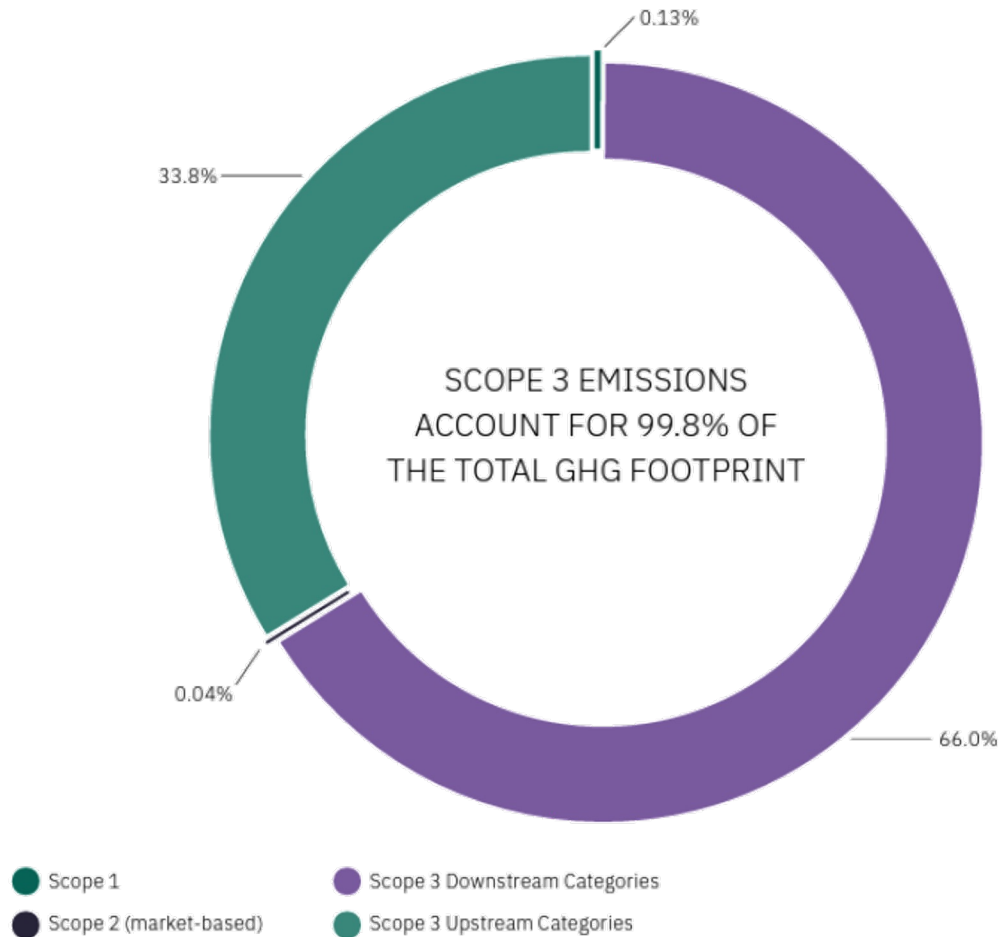
- Our bundling strategy allows for a reduction in scope 3 emissions, which make up two thirds of Boozt's GHG footprint

Sources: Boozt

Online Market Share in the Nordics at the End of 2026

Boozt

Current Boozt online market share in Nordics

Total Apparel, Shoes, Beauty and Home Market**
SEK ~400bn

@ 70% ONLINE PENETRATION — SEK ~280bn

@ 60% ONLINE PENETRATION — SEK ~240bn

@ 50% ONLINE PENETRATION — SEK ~200bn

2022 @ ~25-30% ONLINE PENETRATION — SEK ~110bn

BOOZT
@ ~6% MARKET SHARE OF ONLINE IN THE NORDICS

+21.7%
Market Share

➡

2026 Boozt online market share in Nordics

Total Apparel, Shoes, Beauty and Home Market**
SEK ~400bn

@ 70% ONLINE PENETRATION — SEK ~280bn

@ 60% ONLINE PENETRATION — SEK ~240bn

@ 50% ONLINE PENETRATION — SEK ~200bn

2022 @ ~25-30% ONLINE PENETRATION — SEK ~110bn

7.3% online Market Share in 2026

Online Market Share in Europe at the End of 2026

Boozt

Current Boozt online market share in Europe

2026 Boozt online market share in Europe

Increased
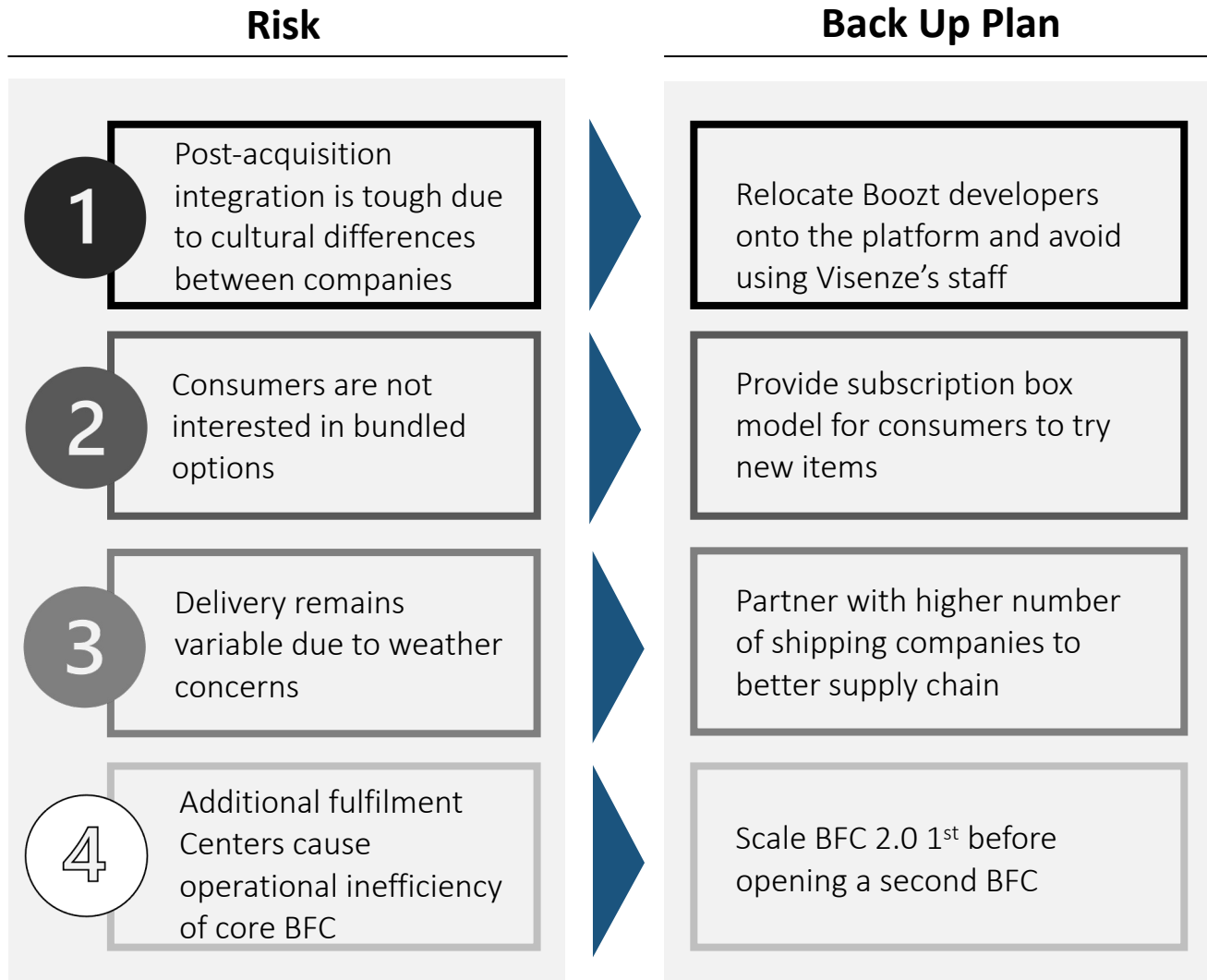Market Share

Total Apparel
EUR ~400bn

@ 60%
ONLINE
PENETRATION

EUR ~240bn

@ 50%
ONLINE
PENETRATION

EUR ~200bn

@ 40%
ONLINE
PENETRATION

EUR ~160bn

2022
@ ~20%
ONLINE
PENETRATION

EUR ~80bn

BOOZT
@ < 1% MARKET SHARE
OF ONLINE IN EUROPE

Total Apparel
EUR ~400bn

@ 60%
ONLINE
PENETRATION

EUR ~240bn

@ 50%
ONLINE
PENETRATION

EUR ~200bn

@ 40%
ONLINE
PENETRATION

EUR ~160bn

2022
@ ~20%
ONLINE
PENETRATION

EUR ~80bn

1.0% online Market Share in 2026

Boozt

	Women	Mens	Kids	Sports	Beauty	Home
Portfolio	●	●	◕	◕	◕	◔
Functionality	●	●	◑	◑	◑	◔
Credibility	●	●	◕	◐	◕	◔

Appendix: Unused Alternatives - Reasonings

Boozt

	Lifetime Customer Value	Cross-Category Products	Pre-Purchase Data	Leveraging Capabilities	Financial and Legal Viability
Limited-Time Promotional Events	• Is not effective in capturing customers in the long-term	• Limited number of items available to cross-sell • Effective cross-selling medium	• Can attract new customers compared to current target base	• Has relatively little experience hosting limited-time, physical events	• Financially feasible and flexible to budget
App & Supply Chain Infrastructure	• Improves loyalty model • Directly targets complaints	• Improves cross-selling algorithm model	• Reach new customers in the discovery phase, before purchase	• Has strong technological values and warehouse automation	• Infrastructure requires maintenance, but current know-how helps lessen costs
Aggressive European Expansion	• Increases volume of customers • Does not directly target loyalty	• Can leverage past data from current markets • Does not improve current system	• Looks at a new customer base of pre-purchase data • Harder to leverage data effectively	• Can leverage knowledge in similar markets, but there are still cultural differences	• Financially more costly • Legal due diligence is required
Brick-and-Mortar Pop-Ups	• Increases in-store consumers • Does not directly target loyalty	• Effective cross-selling medium • Many products and try-ons available	• May gather data on pre-purchase shopping habits • Does not directly improve system	• Has relatively few physical stores compared to online expertise	• Significant but flexible financial investments • Legal know-how

Boozt

Risk

1	Post-acquisition integration is tough due to cultural differences between companies
2	Consumers are not interested in bundled options
3	Delivery remains variable due to weather concerns
4	Additional fulfilment Centers cause operational inefficiency of core BFC

Back Up Plan

Relocate Boozt developers onto the platform and avoid using Visenze's staff
Provide subscription box model for consumers to try new items
Partner with higher number of shipping companies to better supply chain
Scale BFC 2.0 1st before opening a second BFC

Probability — Severity (Low to High); High

ViSenze's features

45

Why ViSenze?

Scalability

A scalable infrastructure supports storing and processing billions of product SKU data without sacrificing performance.

Latency

Search results are generated in less than 500 milliseconds.

Accuracy

QA analysts gave ViSenze a 90%+ satisfaction rate for search, match and similar results.

Reliability

High availability and reliable service, averaging 99.96% uptime.

Visual search is increasing

Visual vs. Textual Information Importance When Shopping Online, by Category

marketing charts

- Visual more important
- Textual more important

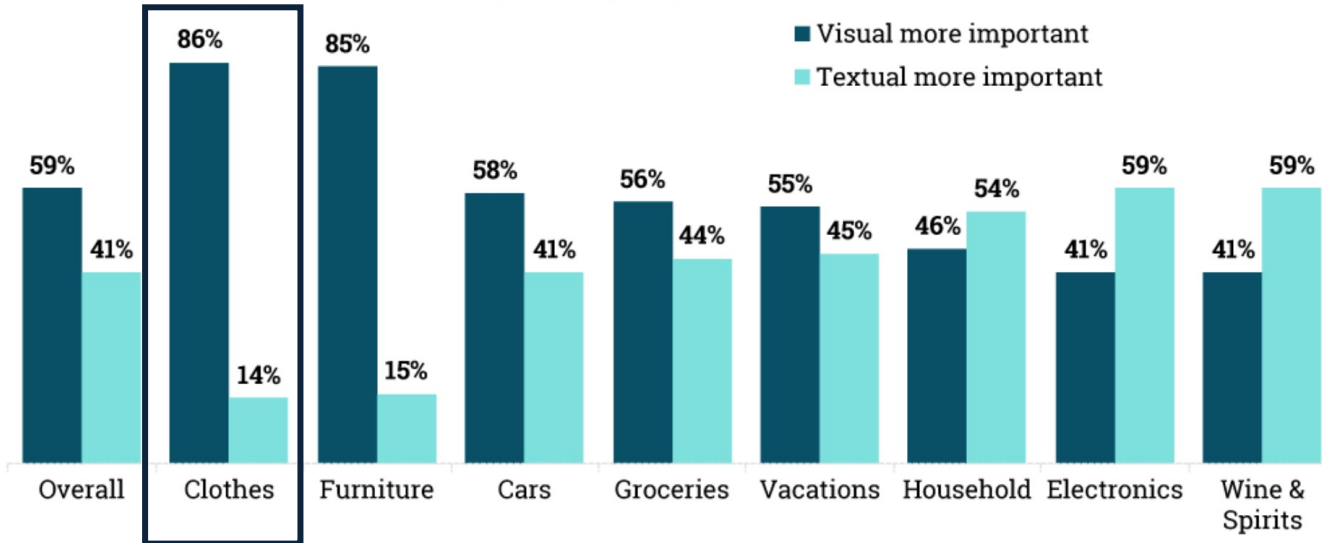| Category	Visual more important	Textual more important
Overall	59%	41%
Clothes	86%	14%
Furniture	85%	15%
Cars	58%	41%
Groceries	56%	44%
Vacations	55%	45%
Household	46%	54%
Electronics	41%	59%
Wine & Spirits	41%	59%

ViSenze conducted an experiment to explore and validate the usefulness of visual search technology for end consumers in 2019 by organizing a booth at the National retail Foundation (NRF) in New York

The purpose was to find the digital representation of a physical item in the online shop using only keywords in the search quest

The time users spent on searching was compared to the time it took for visual search.

96.6% of users gave up on the search quest without any results after 1:30 min, those that managed to it took 4-6 minutes.

ViSenze visual search technology was 9 times faster than the textual key word search process

zalando

Founded in 2008 in Berlin

12 fulfilment centers with 2 under construction
16,000 employees, unautomated

Offers tiered shipping service
Prevents Boozt from penetrating German Market

Zalando logistics network

● Opened		● Under construction	
01	Erfurt	13	Giessen
02	Mönchengladbach	14	Montereau-sur-le-Jard
03	Lahr		
04	Paris (Moissy-Cramayel)		
05	Szczecin (Gryfino)		
06	Stockholm (Brunna)		
07	Gdansk (Olsztynek)		
08	Lodz (Gluchow)		
09	Verona (Nogarole Rocca)		
10	Madrid (Illescas)		
11	Rotterdam (Bleiswijk)		
12	Bydgoszcz		
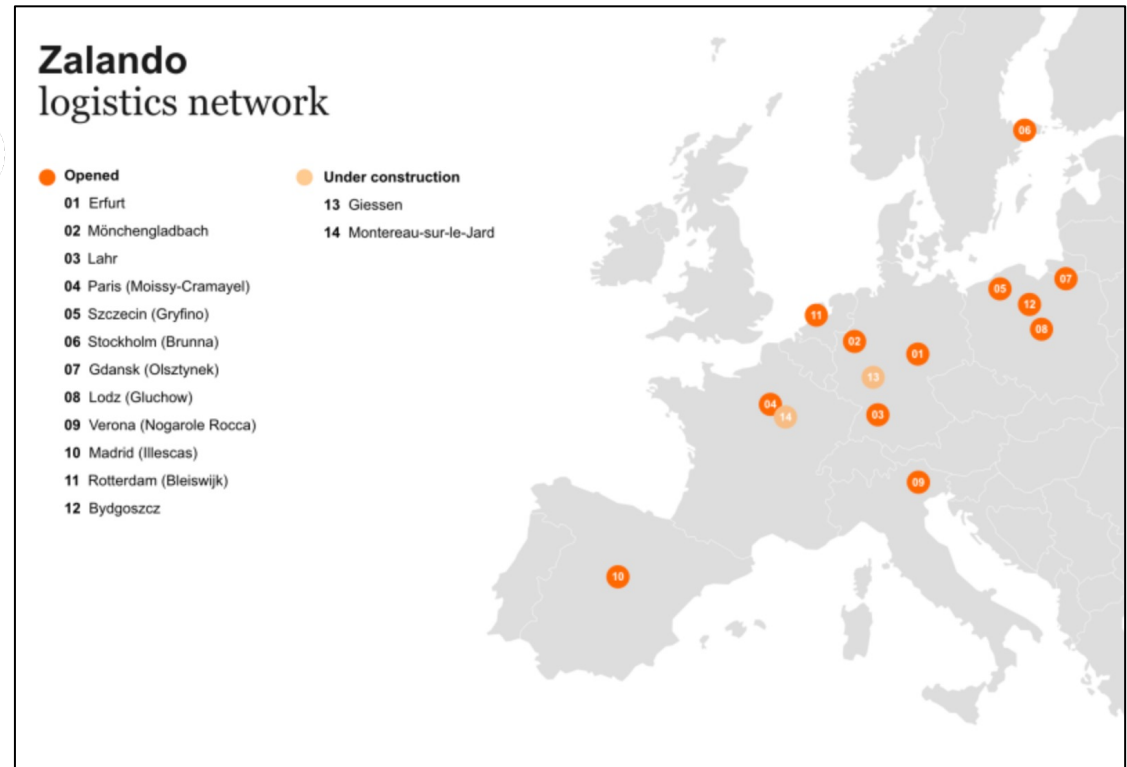
"Zalando would squeeze us out if we pursue aggressive expansion in Germany" – Commercial Lead

Appendix: Delivery Policy of Boozt vs Zalando

Boozt

Topics / Delivery

What is the delivery time and price?

We strive for parcels to be delivered as quickly and efficiently as possible. Most parcels are shipped on the same day you order. Please see overview of our available delivery options including estimated delivery time and costs below.

The delivery time is an estimate counted from the time the parcel is shipped and it depends on the chosen distributor and method. On very large orders longer handling time must be expected. When your parcel has been shipped you will receive an order confirmation and receipt via email. All orders are shipped from our warehouse in Sweden.

DELIVERY OVERVIEW:

DHL:
- 3-5 business days.
- Free delivery on orders over 69 €, otherwise 7.99 €.
- Delivery to your chosen delivery address, neighbour or a DHL Service Point.
- You will receive an email with instructions when the parcel has been shipped.

Do you want to know what happens after you've placed an order? You can get more information **here**.

Please note although the return shipping label is prepaid a return handling fee of 6 € will be deducted per order.

One size fits all

Boozt

Zalando

Standard delivery: To qualify for free delivery, you must meet the minimum order value of 29,90 €. Should your order be below that amount, the fee is 4,90 €. We will inform you about the expected delivery time of your order in checkout and in your order confirmation email – this time may vary according to the selected items and the shipping method.

Premium delivery: You will normally receive your order within 1-2 business days with Premium Delivery at a cost of 5,90 EUR. If you subscribe to Plus, you can use it for free. Premium Delivery is offered from Monday to Saturday, excluding public holidays. We may split your order into multiple parcels to speed up your delivery. If you do not wish to receive multiple parcels please select the Standard delivery option.

Premium evening delivery: We offer Premium Evening Delivery in selected metropolitan areas at a cost of 9,90 EUR. If you subscribe to Plus, you can use this service also for free. It is offered from Monday to Friday (excluding public holidays) and is subject to availability. All orders will be delivered the next working day at the latest, between 6:30pm and 9:30pm. Selected orders which are placed in the morning can be delivered on the same day.

Someone must be present at the delivery address to receive your order. If you miss your Premium Evening Delivery, the package will be delivered via Standard delivery. Furthermore, we are currently offering no-contact deliveries. The driver will ask you if the package should be left on the doorstep.

GO TO TOP ↑

3-tiered system

zalando

"Our ambition is to *own the north*" – Commercial Lead, Boozt.com

Why Tallinn?

- Strategic location on the Gulf of Finland, targeting Finland and other Baltic States
- High-tech and Entrepreneurial hub
- Strong logistics center
- Most developed Baltic state

Why Poznán?

- Existing development team already located here
- Proximity to central Europe, including key growing markets in Hungary, Slovenia, Netherlands, Slovakia, and Switzerland

Cost: 173,100 mSEK over 2 years

Implement Baltic BFC 1st → Strong need to address Baltic and Finnish market

Implement Poznán BFC 2nd → Less pressing but growing need for faster delivery to Europe
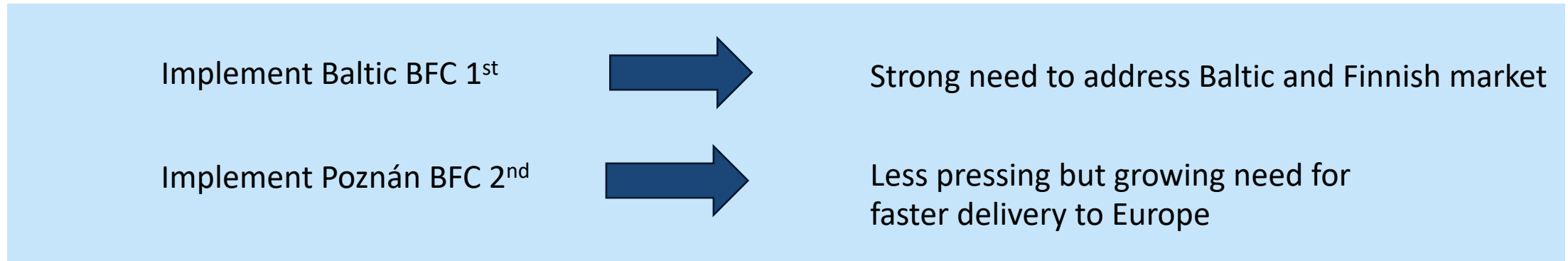
Target for Baltic BFC:
- 60 robots
- 6000 bins
- 5% of Ängelholm BFC, reflective of 2023 sales split

Opportunities for modular scaling based on BFC success

AutoStore

R5 Pro

Appendix: Customer data of pain points

Boozt

Problem		Frequency		Details
Late delivery		4.1% "delivery"		• Delivery does not arrive in the promised time frame • Not using the most efficient delivery service in certain countries
Returns issues		1.6% "return"		• Returns are slow to process • Return policy is confusing • Return policy costs too much and should be free
Poor customer service		4.1% "customer service"		• Customer feels taken advantage of by fair use policy • Unhelpful responses from lost items

*notes 1-4 reviews

Target **late deliveries** due to massively growing EU market

Insights | Recommendation | Financials | Implementation | Impact

Appendix: More statistics on customer reviews

Boozt

On review sample

9.35% — English of total reviews on Trustpilot

330,232 — English sample size

3rd — Most used language in reviews, but most varied country coverage

On low reviews

20% — All language reviews 4-stars or lower

71,191 — All language reviews of 4-stars or lower

8.7% — All language reviews 3-stars or lower
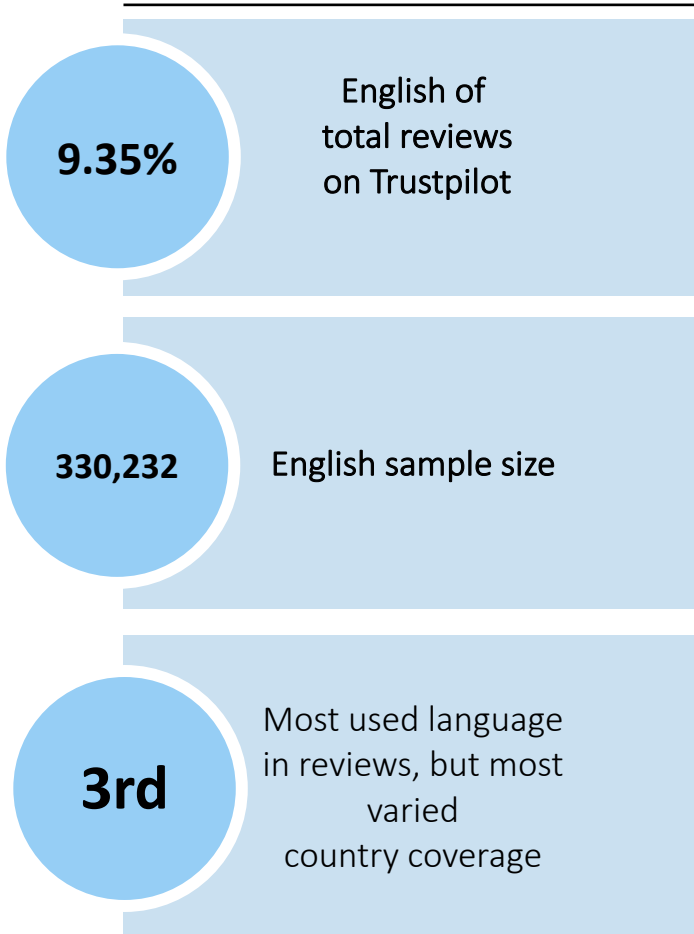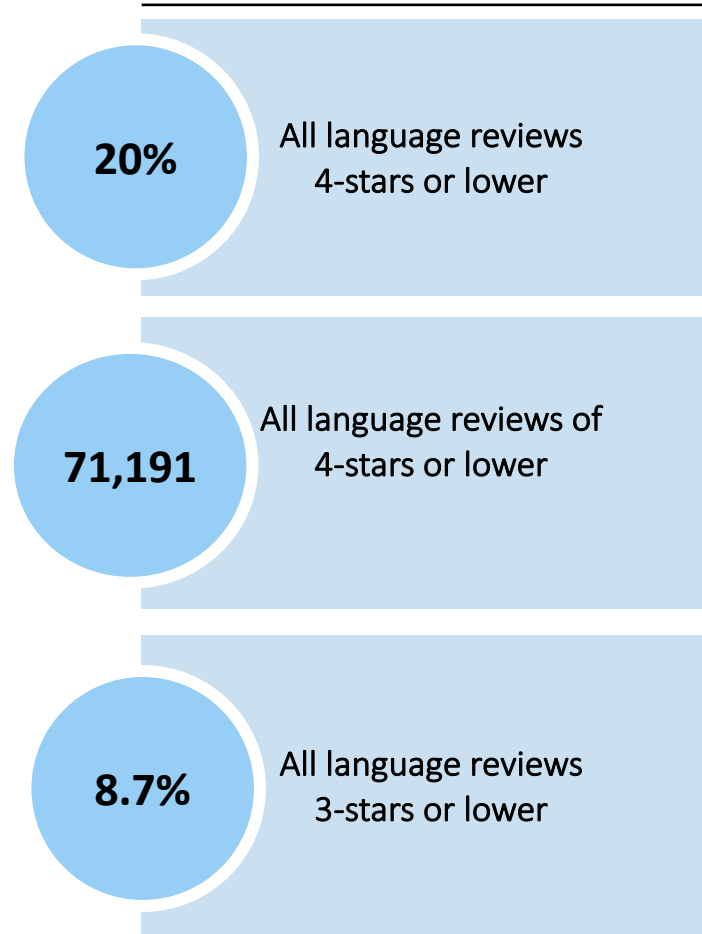
On delivery, market segments

16.7% — Negative reviews encompassing Sweden/Denmark

53.3% — Negative reviews encompassing Baltics/Finland/Norway/Iceland

30.0% — Negative reviews encompassing Central/Rest of Europe
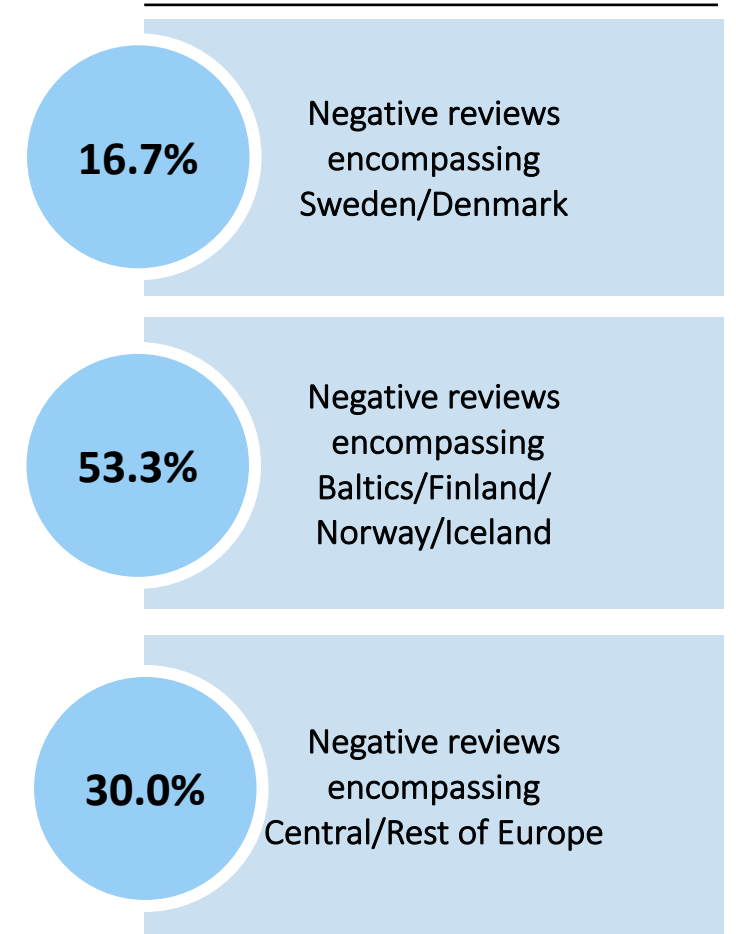
Appendix: Sample customer reviews of strong delivery times

Takeaway: Successful delivery time mainly occurs in **Sweden** and **Denmark**

UK Uzoma Kenkwe
10 reviews · SE

★★★★★ ✓ Verified

Its always nice shopping at Boozt

Its always nice shopping at Boozt. It can be a bit tric
combinations in order to get the discounts. But once
forward and delivery is fast as well.

Date of experience: February 12, 2024

👍 Useful ⤴ Share

AA AMER AI-ANI
1 review · DK

★★★★★ ✓ Verified

Good handling and fast delivery thank.

Good handling and fast delivery thank you

Date of experience: February 14, 2024

👍 Useful ⤴ Share

VL vibeke landt
29 reviews · DK

★★★★★

It is always a pleasure to shop at…

It is always a pleasure to shop at Boozt.
Large selection of products, fast delivery and eas
If you have problems with your goods, customer
quickly solve your problem.

Date of experience: January 08, 2024

👍 Useful ⤴ Share

CA Camilla
12 reviews · DK

★★★★★ ✓ Verified   Feb 7, 2024

Smooth process end to end

Smooth process end to end. Favourite place to shop. Nice website, great selection
and quick delivery.

Date of experience: January 28, 2024

👍 Useful ⤴ Share

PP ppp
10 reviews · SE

★★★★★ ✓ Verified

So far so good

So far so good.

Quick delivery and very good bargains son

I have returned some goods and let's see h
seen an update on my invoice

Date of experience: January 29, 2024

👍 Useful ⤴ Share

GO Ghadeer Odeh
2 reviews · DK

★★★★★ ✓ Verified

Great service

Great service and fast delivery and good price
cheaper than the actual store.

Date of experience: February 04, 2024

👍 Useful ⤴ Share

LR Laura Ramos
10 reviews · SE

★★★★★ ✓ Verified

I always love buying with Boozt

I always love buying with Boozt, since the delivery is very
returning process is also very easy and fast. The quality of
well as the consumer service.

Date of experience: January 15, 2024

👍 Useful ⤴ Share

A Audrey Ward
1 review · IE

★★★★★   Feb 2, 2024

Experience was good

Experience was good, delivery was a little delayed but Boozt were very helpful on
email and followed through till package arrived

Date of experience: February 01, 2024

👍 Useful ⤴ Share

Appendix: Sample customer reviews of 4-star ratings on delivery

Boozt

Takeaway: Service is great except **slow** delivery time

Takeaway 2: **Slow** delivery time mainly occurs outside of **Sweden** and **Denmark**

AB · Aistė Bu
1 review · LT

✅ Verified · Feb 14, 2024

Store offer really good deals

Store offer really good deals, presents great brands. Online app intuitive, easy to use. Overall I'm very happy with my shopping experience so far. The only downside is delivery timeline. It would be nice to get items faster.

Date of experience: February 03, 2024

👍 Useful · Share

AL · ALEN LEMAJIC
2 reviews · NO

⭐⭐⭐⭐ ✅ Verified · Jan 22, 2024

Slow delivery notwithstanding!

By and large, shopping experience was excellent. However, a shopper always tends to get 'caught up' in a thing(s) that doesn't go according to the plan.
Which in this case was a fortnight that took for the order to come to me. Too long! Why partner the DHL if it doesn't deliver but hands over the package to the national postal service of my homeland? Boozt.com should reevaluate this arrangement.
Otherwise, another quality pair of products on my feet. Thank you Boozt.com!

Date of experience: January 11, 2024

👍 Useful · Share

ZS · Zsofia
1 review · HU

⭐⭐⭐⭐ ✅ Verified · Jan 24, 2024

Beautiful boots, horrible delivery

The boots i ordered are beautiful, true Vagabond quality, great sizing and an unbeatable price. I love them so much!
The delivery service provided by the hungarian post is awful, that's why one star minus. I advice boozt to use a different shipping company.

Date of experience: January 14, 2024

👍 Useful · Share

BSL · BSL
4 reviews · CH

⭐⭐⭐⭐ · Updated Nov 28, 2023

Great product selection but slow returns/refunds

Recently placed two orders with Boozt as they have a good product selection across many brands I like and offer attractive prices as well. However, their return process is painfully slow. My first return package was delivered on 30th October and there is still no progress on getting a refund. Unfortunately, I will need to return a few more items from the second order and am already dreading the slow return process. I like shopping at Boozt but not the experience in case anything needs to be returned, and so I will probably not shop here frequently in the future. Sorry Boozt! However, their live chat has been helpful (much more responsive than emailing customer service) and so I added a star to my original rating to reflect this.

Date of experience: October 21, 2023

LG · Laura Garu
1 review · LT

⭐⭐⭐⭐ ✅ Verified · Feb 18, 202

Too long delivery time

Too long delivery time, no possibility order and pay at the delivery poir long waiting time to get money back.

Date of experience: February 07, 2024

👍 Useful · Share

Juozapas Švelnys
4 reviews · FI

⭐⭐⭐⭐

Competitive prices and good quality…

Competitive prices and good quality brands. There ar promotions on their website. Usually everything goes time shipment was late for a bit over a week. Though Schenker mailing service delays.

Date of experience: December 07, 2023

👍 Useful · Share

AK · Alexander K
1 review · IS

⭐⭐⭐⭐ · Updated N

Delivery time

On the main page of the site and when ordering, they say that they will deli goods in 2-3 business days. I placed my order 6 days before an important not to waste time in the store. Boozt didn't manage to deliver anything and to look for an alternative at the last minute. The delivery service reports tha yet received anything from Boozt and most likely the order will be delivered week.

Update: I spoke with the delivery service and they managed to deliver ever Friday evening. The situation made me nervous, but in the end everything e

Date of experience: November 16, 2023

Viena Ribero
1 review · CH

⭐⭐⭐⭐ · Updated Nov 30, 2023

I made my order 6 business days ago

I made an order a week ago but apparently my package was lost. I contacted customer service and they diligently supported me and the day after I finally got my package with the extremly beautiful clothes.

Excellent clothes and excellent items sellection.

Date of experience: November 20, 2023

Appendix: Sample customer reviews of 3-star ratings on delivery

Boozt

Takeaway: **Slow** delivery time, coupled with assorted deliver problems

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NO   Nicoleta Orbeanu
3 reviews   IS

★★★☆☆   ✔ Verified   Feb 1?

Orders cannot be tracked at all and of…

Orders cannot be tracked at all and of course cannot be delivered on weekends

---

CG   Caroline G
1 review   IS

★★★☆☆   ✔ Verified

Not sure i will reorder again

I placed the order and the items were dispatched on their way th?
a message i'll receive them within 2 to 3 days. Great!
12 days later i finally receive then inside an gutted/open flimsy pl?
pair missing. The guy at the delivery point had to look in his cup?
while to finally and the other one. After verifying everything was t?
everything was in order. But a rather terrible first impression.
Although this may be the delivery company's fault for the delay a?
bag, Boost Iceland does not offer any alternative to Dropp.

Edit: Dear Mariann,
I have still not received your email regarding the incident.

EK   Ezuma kevin
2 reviews   CH

★★★☆☆   ✔ Verified

Order still not received or seen

I ordered some few clothes since the 23.11?
delivery or further details as when it will or?
rather made to wait long on the phone line,
Swisspost close to me to enquire if the pac?

Date of experience: December 02, 2023

GR   Greta
1 review   LT

★★★☆☆   ✔ Verified   Dec 1, 2023

Boozt have a really wide and affordable…

Boozt have a really wide and affordable range of clothes and other products - that's
nice. But the delivery timeline and returning process is extremely long comparing with
competitors.

Date of experience: November 20, 2023

MG   Marlene Graf
1 review   DE

★★★☆☆   ✔ Verified   De?

Slow delivery. Funny pricing.

I ordered a winter coat with 50% off two weeks before Black Friday for a trip
mountains. It took forever to be delivered. By the time it arrived (after I had s?
enquiry email to both Boozt and Bring), Black Friday week was on.

So when I realised that the coat was too big, it was not only to late to order a?
for my trip, it was also sold out in smaller sizes (and funnily it was more exp?
then when I had ordered it).

Date of experience: November 28, 2022

TT   timo tiihonen
4 reviews   FI

★★★☆☆   ✔ Verified

Products was ok

Products was ok, but paid for delivery which
maximum, but once order was done those ?
expect too much about delivery times.

Date of experience: September 13, 2023

SM   Sandra Melkurta
1 review   LV

★★★☆☆   ✔ Verified

Experience

Don't like the shopping conditions. Long tin?

Date of experience: January 15, 2024

LE   Lelde
2 reviews   LV

★★★☆☆   ✔ Verified   Nov 5, 2023

Delivery time was too long and not…

Delivery time was too long and not clear statuss of it. I odered on 25th of OCT and till
2nd of NOV on app I had info, that my order is preperede but not given to Omniva. I
call to service phone to undertood whats going on. Oder was delivered on 3rd of
November.

Date of experience: October 25, 2023

Appendix: Sample customer reviews of 2-star ratings on delivery

Boozt

Takeaway: Various delivery issues including **damaged** packages

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AU Aurimas
3 reviews · LT

★★☆☆☆ ✓ Verified — Jan 2

Out of stock items and delivery issues

The shorts I ordered appeared to be out of stock after I paid for them.. Got an e few days latter saying I would not receive them. The rest of my order (rubber bo have left the country but never arrived.
After 2 week waiting, raised the question and was explained I would have to wa additional 10 working days for delivery (due to inquiry to the delivery company) the parcel is not received by then - I'd get my money back. Sadly, this is one m waiting when it's raining daily :) .

I realise this might not entirely fall under the responsibilities of Boozt, but the overall experience is sadly not satisfactory for me..

Good thing - the customer service reached back in one day and was explanatory and concise

Date of experience: January 15, 2024

LO Lovísa
1 review · IS

★★☆☆☆ ✓ Verified — Jan 27, 2024

Delivery

Orderd 3 items and they got shipped in two diffrent deliveries. That is honestly just weird.

Date of experience: January 16, 2024

LE Lena
4 reviews · NL

★★☆☆☆ ✓ Verified

Late delivery

Late delivery, no notification on the delivery point, had to se package got delivered. No changes on the delivery address decided to bring it to the DHL-point by themselves.Product a great brand

Date of experience: October 07, 2023

AM Alistair Morris Hatleskog
2 reviews · NO

★★☆☆☆ ✓ Verified — Dec 6, 2022

I am extremely happy with the product…

I am extremely happy with the product and ordering of it but I am not happy with the delivery . From the tracking service I noticed it was delivered to Coop Extra on tir 29th Nov, however I never got any message so went to Ålgard on the 2nd Dec and asked for it using the shipping number . It was there but I got not reason for the lack of message or any apology .

Date of experience: December 01, 2022

AF Andrea Fleschhut
2 reviews · IS

★★☆☆☆ ✓ Verified

The shipment took too long

The shipment took too long. If I would have know that I h would have gone to a
Shopping Centre here.
It was written it would take 2-3 working days as always, order, it was confirmed straight with 5-6 days. And then I any information. This time I wasn't happy.

Date of experience: December 11, 2022

JS Jorge Simoes
3 reviews · PT

★★☆☆☆ ✓ Verified

Nice clothes, confusing promotions, sl

Collections are nice but promotions are confi there are more than one promotion applying promos to apply are misleading (e.g. you mu value to be eligible for the promotion). Delive buy an item that has a bigger discount by the are awfully slow to process too.

Date of experience: May 09, 2023

ES Ester
1 review · IS

★★☆☆☆ ✓ Verified

My order took way too long time

My order took way too long time. Before I paid for the order it said 2-3 b But after the payment it said it would take longer. I would not have order this before, because I needed what I ordered for an event that was over the products.

Date of experience: December 13, 2022

AN Anonymous
1 review · LT

★★☆☆☆ ✓ Verified — Apr 13, 2023

Trashy delivery

Sorry, but your delivery company (Itella) is TRASH. Despite that fact, that they are very unprofessional, their communication is awful, I didn't get my package on time like it was promised (3-5 b.d.). And I know that it is an old problem because I read some reviews about your company and delivery on the internet and 2 years ago was the same problem. And honestly, I will never buy from you again and will not recomend to others :)

Date of experience: March 29, 2023

Takeaway: Delivery time is **highly inaccurate**

KM KONSTANTINOS MOSCHAT
10 reviews   📍 GR

⭐ ● Verified

Shipping mistakes!!

I placed my order for two items a jacket and a pair
one!!they forgot to put the shoes!!!they still investig

Date of experience: February 07, 2024

GA Gintare Aglinskyte
1 review   📍 LT

⭐ ● Verified

I ordered shoes on 18th of January,2024

I ordered shoes on 18th of January, and still did not rec
package is not with me... Nobody informed me until I c
clarify situation. I do not want shoes anymore, but can'
seems not fair, as you do not follow your rules to delive

Date of experience: January 19, 2024

AT Argyro Tracas
1 review   📍 GR

⭐ ● Verified

I have not received my order yet

I have not received my order yet. I ordered on the 29th of Janu
3-5 working days delivery. It is the 9th working day since then a

Date of experience: January 29, 2024

JA Jana Astratova
2 reviews   📍 LV

⭐   Dec 14, 2023

Promised delivery time is 4-5 days is a JOKE

Promised delivery time is 4-5 days. The delivery is already delayed for 2 days. I
received an email that it was given to a courier but actually it was not. Basically I don't
even know where the parcel is. Can't rely on this website, would not suggest to
purchase anything from it if you are planning your time and need items to arrive in
time. If you have time to wait ages for the delivery then maybe the website is ok.
I think if delivery is delayed at least an email should be sent to a customer .

Date of experience: December 14, 2023

SM Sverrir Mar Smárason
1 review   📍 IS

⭐ ● Verified

My shipment arrived late

I ordered on a wednesday morning hoping to get my s
since i had a big event that night. I got promised 2-3 b
ordered before noon on wednesday but the package d
and therefor no chance of getting it before saturday ev
tuesday. According to my calculations thats not 2-3 bu
days. Then after I ordered I got a memo thats Boozt ha
could be a little late....Stop promising 2-3 days if you k
promise, or add workers to get it all done. Im not happ

Date of experience: January 19, 2024

AA Aimal Amiri
1 review   📍 DE

⭐ ● Verified

Delivery cost is too high

First of all every company has free delivery of orders
Second when sending back the order the company

Date of experience: January 22, 2024

DG Damir Gunjača
1 review   📍 HR

⭐ ● Verified

Hello

Hello, I've been waiting for my package 10 d
in Norway.

Date of experience: January 30, 2024

LJ Luis Javier González COACH
6 reviews   📍 ES

⭐   Updated Jan 15, 2024

The order come too late

The order never come. I haven´t the item, I dont have the money. Problem. I think DHL
lost de package.
Im waiting Boozt cancel the order and refund my money.
Today 15/ 1 the package was delivered at least.

Date of experience: January 12, 2024

Takeaway: 95% accurate delivery is **not good enough** for an e-commerce company

Takeaway 2: In customer service responses, the warehouse being in Sweden is used as an excuse of slow delivery times

---

Reply from Boozt.com   Nov 29, 2023

Dear Vienna,

Thank you for writing a review.

We strive to deliver an order as fast as possible. As we ship from our warehouse in Sweden, our delivery to Switzerland is 4-5 business days.

Even though 95% of all orders are delivered within our estimated delivery time, there can be instances where the shipment is affected by something unforeseen during transportation. This can cause delays and we will of course look into it.

Reply from Boozt.com

Dear Nicoleta,

Thank you for taking the time to s...

At Boozt.com we seek to offer smooth and convenient delivery and I am sorry to hear that the delivery did not meet your expectations this time.

As all orders are shipped from our warehouse in Sweden, the tracking is only visible once the parcel has arrived in the country of destination, so it's quite normal that it might take some time before you see any trac...

Unfortunately you did not leave your order number for us, so I cannot see exactly what the current status of the return is. I am assuming that you are ordering and returning from Switzerland. Our warehouse is in Sweden and here we receive return parcels from all over Europe. In our busier seasons, where we receive more returns than usual, it can unfortunately take up to 20 days for us to receive and fully process a return. If you returned the parcel on October 30th then this would mean it should be processed the latest on November 29th. We understand that it's a long wait, but we hope that you can understand the reasons behind it, we can assure you that we are working as hard as possible to process every return as fast as we can.

Reply from Boozt.com   Nov 28, 2023

Dear Alexander K,

Thank you for taking the time to share your feedback on Trustpilot!

Though 95% of our orders are delivered within our estimated delivery, unforeseen delays can occur and we truly regret if that is your case with your order.

As we ship from our warehouse in Sweden, our delivery to Iceland is 2-3 business days.

Since our warehouse is located in Sweden returns from the Netherlands can take 16-20 days from the date you return the order. You can always track the order with your shipping number on the tracking page until it has arrived at DHL's terminal. From the terminal it is shipped to our warehouse. You can rest assured that during this time we work as effectively as we can to process all returns in a timely manner. You will of course get your refund once the return has been processed and we will confirm it with a return receipt via e-mail.

Reply from Boozt.com

Dear Argyro,

Thank you for leaving your feedback on Trustpilot.

Even though 95% of all orders are delivered within our estimated delivery time, there can be instances where the shipment is affected by something unforeseen during transportation. This can cause delays and we will of course look into it.

7,720,000 orders in 2023 * 5 % orders delayed = **386,000 slow deliveries, or potential lost customers**

Appendix: Sample customer reviews on refund process

Boozt

Takeaway: Slow refund process, potential for **improvements**

Martin
MA
6 reviews · LU

★★★★☆ · ✓ Verified — Jul 16, 2023

Good choice of products at competitive…

Good choice of products at competitive prices. Return policy whereby return fee is deducted from refund is not great though.

Date of experience: July 05, 2023

👍 Useful   ⌁ Share

Ster Jaka
SJ
2 reviews · SI

★★★★☆ · ✓ Verified

Returns not free

Great selection, but returns cost 6€ and
to be processed. Order cancelation win
think twice before ordering. Positives st
me.

Date of experience: February 04, 2024

Donatas
DO
1 review · LT

★★★★☆ · ✓ Verified — Feb 10, 2024

Purchasing went without problems

Purchasing went without problems. The refund process should be greatly improved. it takes a very long time to get the money back.

Date of experience: January 31, 2024

👍 Useful   ⌁ Share

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jmvns
13 reviews · PT

★★★★☆

The best service with a long refund

Date of experience: February 07, 2024

👍 Useful   ⌁ Share

Vaiva Muraškaitė
VM
1 review · LT

★★★☆☆ · ✓ Verified — 3 days ago

Too long time for money return

Date of experience: February 13, 2024

BSL
4 reviews · CH

★★★★☆

Great product selection but slow returns/refunds

Recently placed two orders with Boozt as they have a good product s
many brands I like and offer attractive prices as well. However, their re
painfully slow. My first return package was delivered on 30th October
no progress on getting a refund. Unfortunately, I will need to return a f
from the second order and am already dreading the slow return proce
shopping at Boozt but not the experience in case anything needs to b
so I will probably not shop here frequently in the future. Sorry Boozt! I
live chat has been helpful (much more responsive than emailing custo
so I added a star to my original rating to reflect this.

Date of experience: October 21, 2023

Mateja
MA
2 reviews · SI

★★★★☆ · ✓ Verified

The order was delivered very quickly

The order was delivered very quickly
But I don't like in the return process that I don't know what's happening with my return.

Date of experience: November 22, 2023

👍 Useful   ⌁ Share

Kamila T.
K
1 review · PL

★★★☆☆ — Nov 1, 2023

Faulty product and exchange process difficult

I received a lamp with a missing piece and was surprised by how difficult the claim process was. They could not help me facilitate an exchange, instead I had to send the faulty product back and place a brand new order. The return label they sent me did not work so I wasted a trip. The lamp had gotten more expensive by then, and they offered a price adjustment, however that can take several days. I think an online store this big should have a more helpful way to facilitate claims and exchanges instead of an email back and forth process, where refunds take several weeks.

Date of experience: October 18, 2023

CLV and Customer Acquisition Costs

Customer Lifetime Value NPV

1 Category	2 Category	3 Category	4 Category	5 Category	6 Category
9,779 SEK NPV	**20,692** SEK NPV	**36,210** SEK NPV	**62,075** SEK NPV	**93,112** SEK NPV	**170,705** SEK NPV
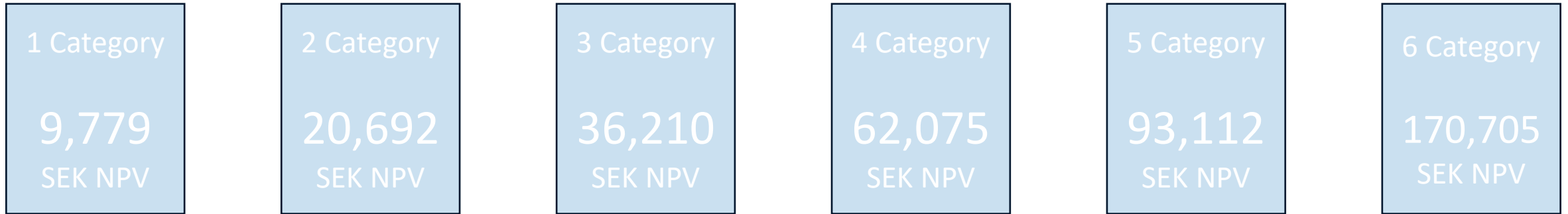
Customer Acquisition Costs

115,586
Added Customers before 2027

775.7m SEK
In Customer Acquisition Costs

6,711 SEK in CAC

Even in the practically impossible event where only single-category customers are acquired, our strategy would still be beneficial since CAC<CLV NPV

Revenue Builds (1/2)

Boozt

Revenue Forecast	2022		2023		2024		2025		2026	
(Figures in SEK unless otherwise specified)										
			166,278.0		186,074.5		238,057.7		310,424.2	
Boozt.com										
Active Customers	2,503,000		2,703,000		2,918,537		3,186,619		3,530,797	
Implied Segment Growth Rate				8.0%		7.97%		9.19%		10.80%
1 Category Revenue			1,337,985,000		1,364,744,700		1,394,769,083		1,428,522,495	
1 Category Customers	1,301,560.0		1,337,985.0		1,364,745		1,394,769		1,428,522	
Share of total customers		52.0%		49.5%		46.8%		47.8%		48.9%
Segment Growth Rate				2.0%		2.20%		2.42%		
Premium to Growth						10.0%		10.0%		
Average Net Customer Value			1,000		1,000		1,000		1,000	
2 Category Revenue			1,529,898,000		1,759,382,700		2,056,278,531		2,446,650,158	
2 Category Customers	665,798.0		764,949.0		879,691		1,028,139		1,223,325	
Share of total customers		26.6%		28.3%						
Segment Growth Rate				15.0%		16.88%		18.98%		
Premium to Growth						12.5%		12.5%		
Average Net Customer Value			2,000		2,000		2,000		2,000	
3 Category Revenue			1,135,260,000		1,237,433,400		1,357,155,081		1,498,307,692	
3 Category Customers	295,354.0		324,360.0		353,552		387,759		428,088	
Share of total customers		11.8%		12.0%						
Segment Growth Rate				9%		9.68%		10.40%		
Premium to Growth						7.5%		7.5%		
Average Net Customer Value			3,500		3,500		3,500		3,500	

Boozt

4 Category Revenue		989,298,000	1,098,120,780	1,227,973,562	1,384,072,026
4 Category Customers	147,677.0	164,883.0	183,020	204,662	230,679
Share of total customers		5.9%	6.1%		
Segment Growth Rate			11%	11.83%	12.71%
Premium to Growth				7.5%	7.5%
Average Net Customer Value		6,000	6,000	6,000	6,000
5 Category Revenue		729,810,000	861,175,800	1,039,439,191	1,286,877,690
5 Category Customers	67,581.0	81,090.0	95,686	115,493	142,986
Share of total customers		2.7%	3.0%		
Segment Growth Rate			18%	20.70%	23.81%
Premium to Growth				15.0%	15.0%
Average Net Customer Value		9,000	9,000	9,000	9,000
6 Category Revenue		535,194,000	690,400,260	920,648,747	1,273,740,557
6 Category Customers	25,030.0	32,436.0	41,842	55,797	77,196
Share of total customers		1.0%	1.2%		
Segment Growth Rate			29%	33.35%	38.35%
Premium to Growth				15.0%	15.0%
Average Net Customer Value		16,500	16,500	16,500	16,500
Other Boozt Revenue		139,800,000	142,596,000	145,447,920	148,356,878
Segment Growth Rate			2%	2%	2% (2%)
Revenue from Acquisition of Visenze			2,200,000	2,244,000	2,288,880
Segment Growth Rate			2%	2%	2% (2%)
Total Revenue		6,397,245,000	7,156,053,640	8,143,956,115	9,468,816,377

Booztlet

Booztlet Revenue		1,196,640,000	1,299,684,000	1,439,400,030	1,519,106,807
Active Customers	775,000	831,000	955,650	1,058,382	1,116,990
Segment Growth Rate				15%	11% (6%)
Premium to Growth				5.0%	5.0%
Number of Orders		1,325,000	1,325,000	1,325,000	1,325,000
Orders per Customer		1.6	1.6	1.6	1.6
Average Order Value		900	850	850	850
Other Boozt Revenue		139,800,000	142,596,000	145,447,920	148,356,878
Segment Growth Rate			2%	2%	2% (2%)
Revenue from Acquisition of Visenze			2,200,000	2,244,000	2,288,880
Segment Growth Rate			2%	2%	2% (2%)
Total Revenue		1,336,440,000	1,444,480,000	1,587,091,950	1,669,752,565
Grand Total Revenue		7,755,000,000	8,600,533,640	9,731,048,065	11,138,568,942
Implied Revenue Growth				10.9%	13.1% (14.5%)

Expenses Forecast

Expenses Forecast	2023	2024	2025	2026
(Figures in SEK unless otherwise specified)				
Costs Related to Fulfilment Centre			87,550,000	87,550,000
Acquisition of ViSenze			600,547,200	
One-time Integration Fee			100,000	
Fulfilment Centre Permit Fee			500	

Sources: ICE Analysis

EBIT Calculation

Boozt

Profit Forecast	2023	2024	2025	2026
(Figures in SEK unless otherwise specified)				
Revenue	7,755,000,000	8,600,533,640	9,731,048,065	11,138,568,942
Gross Margin (%)	39.5%	39.0%	39.5%	40.0%
Fulfilment Ratio (%)	-11.2%	-11.2%	-11.2%	-10.7%
Marketing Cost Ratio (%)	-10.4%	-10.7%	-10.9%	-11.0%
Admin & Expenses (%)	-11.4%	-11.0%	-11.0%	-11.4%
Depreciation (%)	-3.5%	-3.5%	-3.5%	-3.5%
EBIT Margin	3.9%	2.65%	2.95%	3.40%

Sources: ICE Analysis

Implied Customer Base Split

Sources: ICE Analysis

Insights | **Recommendation** | Financials | Implementation | Impact

Total Revenue by Category Segment

Boozt

Chart: Total Revenue by Category Segment (stacked bar chart, values in M)

Category	2024	2025	2026
6 Category Revenue	690,400,260	920,648,747	1,273,740,557
5 Category Revenue	861,175,800	1,039,439,191	1,286,877,690
4 Category Revenue	1,098,120,780	1,227,973,562	1,384,072,026
3 Category Revenue	1,237,433,400	1,357,155,081	1,498,307,692
2 Category Revenue	1,759,382,700	2,056,278,531	2,446,650,158
1 Category Revenue	1,364,744,700	1,394,769,083	1,428,522,495

Legend: ■ 1 Category Revenue ■ 2 Category Revenue ■ 3 Category Revenue ■ 4 Category Revenue ■ 5 Category Revenue ■ 6 Category Revenue

Total Added Revenue by Category Segment

Boozt

Year	Value
2025	30,032,411.31
2025	23,251,746.60
2025	9,059,496.43
2025	8,352,675.45
2025	32,988,425.63
2025	2,729,489.40
2026	86,103,674.04
2026	60,339,445.01
2026	21,021,372.42
2026	19,008,653.36
2026	81,929,847.70
2026	5,858,030.15

Legend:
- 1 Category Added Revenue
- 2 Category Added Revenue
- 3 Category Added Revenue
- 4 Category Added Revenue
- 5 Category Added Revenue
- 6 Category Added Revenue