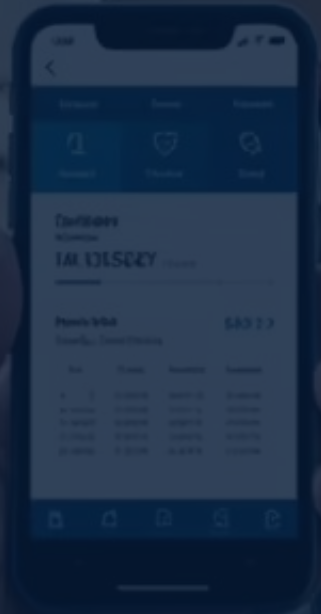


From Bulky To Brilliant:  
Transforming Supply Chain For D2C



Why is delivering a fridge harder than selling one?



# A simple e-commerce order?



Weight > 100 kg

White glove

3<sup>rd</sup> floor

No elevator

Installation

Two-hour slot

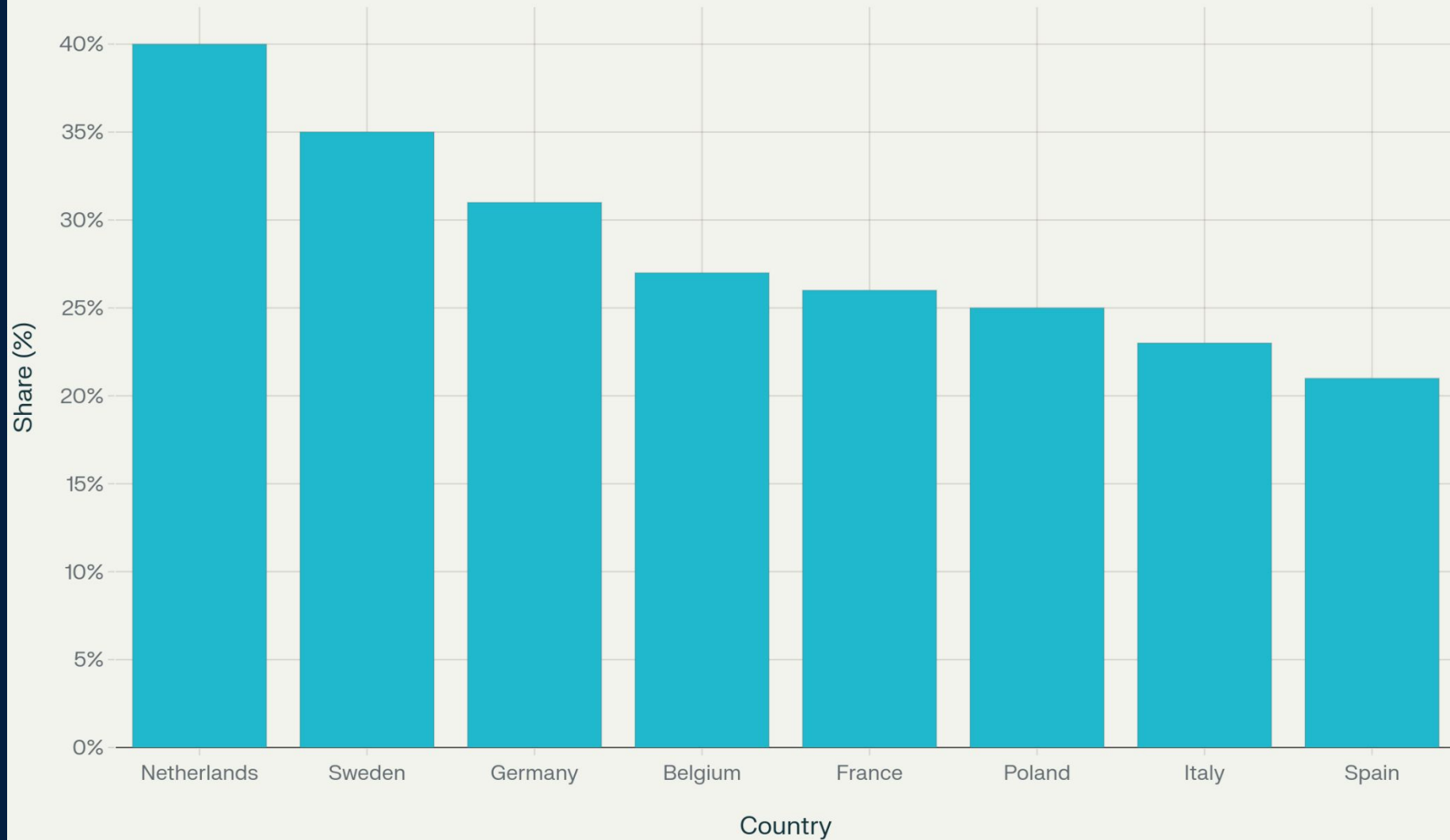
Remote area



A photograph of two men in white t-shirts standing in a kitchen. The man on the left is partially visible, and the man on the right is also partially visible. They are standing in front of a white refrigerator. A dark blue text box is overlaid in the center of the image, containing the text "Does your logistics fit D2C needs?".

Does your logistics fit D2C needs?






## EU Manufacturing E-commerce Share 2022



# When the Customer Complains, Legacy Speaks








## B2B Legacy

-  Customer: Distributor
-  Deliver in bulk
-  One carrier
-  Cost as key driver
-  EDI Integrations



## D2C Demands

-  Customer: End User
-  1-2 item order
-  Multiple delivery options
-  Extra Services
-  API Integrations

---

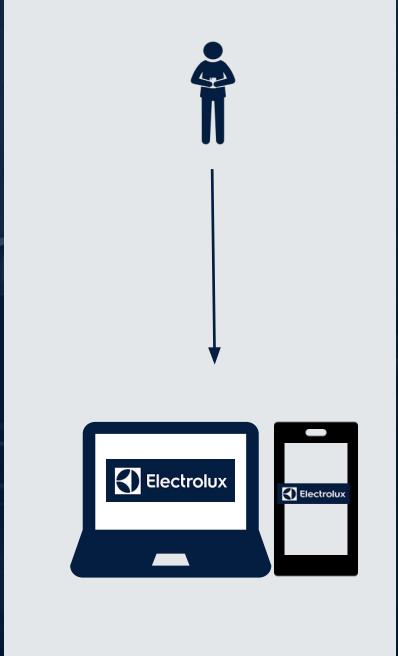
Customer complaints don't start in service — they start in design

# Electrolux D2C Ecommerce sales channels:



## OPEN, 75%

**Branded webstore**  
www.electrolux.be  
www.aeg.de

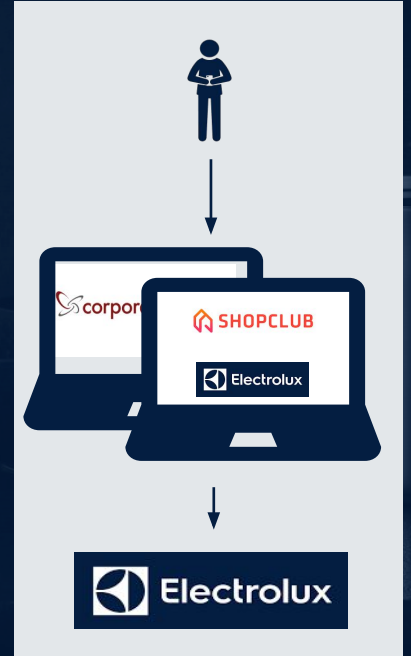


**Marketplaces**  
Amazon, Rakuten,  
Cdiscount, eBay...



## RESTRICTED, 25%

**Partnership Friends & Family**  
Corporatebenefits..



# Five Levers Powering Our Transformation



How we turned B2B logic into D2C capability



Mindset & Education



Availability



Delivery Services



Offer Excellence



Digital Orchestration

# Building D2C Mindset Across Organization



Four years of educating – and journey continues

How?

Dedicated Team

Governance

Onboarding sessions

Daily Engagement

Next challenge:  
Bring warehouse operations  
into D2C logic



# Availability: You Can't Sell What You Don't Have



Ringfencing stock in system and governance was essential for >90% availability and OTD



# Delivery Choice: The Moment Customers Decide



Less is more but one option is not enough

## Delivery

- Standard delivery
- Scheduled delivery
- White-glove delivery
- Click & collect

Cancel order








20-30%

Abandon cart due to  
delivery choices\*

\*Source: E-Barometr. Q2  
2025. by Postnord

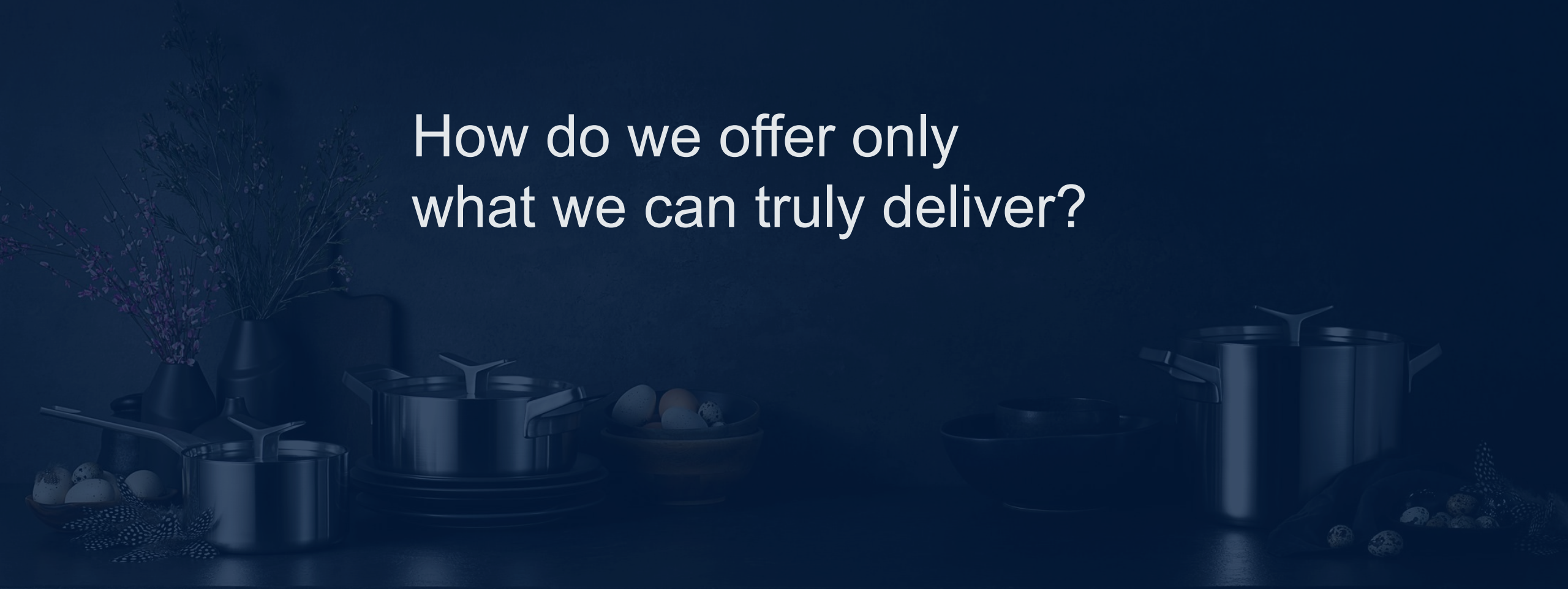
# Offering choice unlocked conversion – and allowed us monetizing it



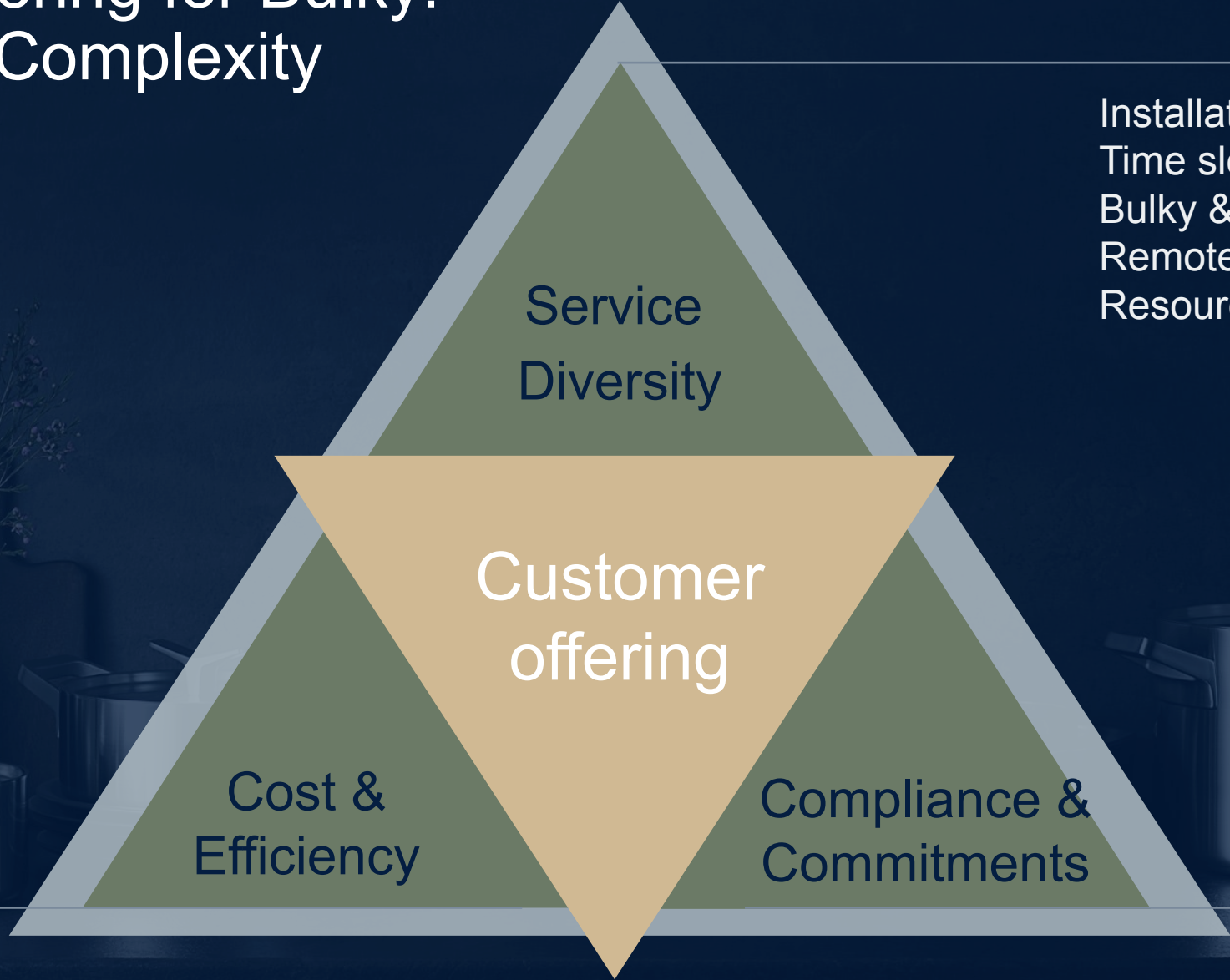
 PostNord - Home delivery <input type="radio"/>	Initial delivery option
<a href="#">What's included</a> 99 SEK	
 Budbee - Home delivery <input type="radio"/>	>2% conversion
<a href="#">What's included</a> 99 SEK	
 PostNord agent <input type="radio"/>	>3% conversion
<a href="#">What's included</a> 49 SEK	>1% NS
 PostNord parcel box <input type="radio"/>	>2% lower cost
<a href="#">What's included</a> 49 SEK	
 Budbee Parcel Box <input type="radio"/>	and
<a href="#">What's included</a> 49 SEK	<b>all delivery options chargeable</b>



How do we offer only  
what we can truly deliver?



# Customer Offering for Bulky: The Delivery Complexity Triangle



Installation / White glove  
Time slots  
Bulky & heavy products  
Remote areas  
Resource constraints

Limited margins  
Cost of services  
Failed deliveries  
Damages

Customer expectations  
Local SLA's  
Marketplace SLA's  
CO2 emissions



But none of this works  
unless we deliver the offer  
**IN MILLISECONDS**

offering

Cost &  
Efficiency

Compliance &  
Commitments

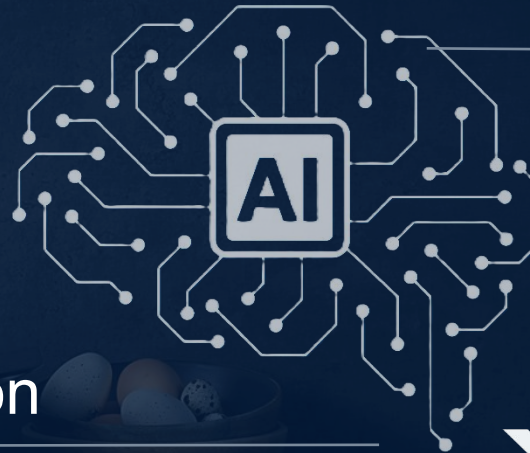
# Fulfillment Digital Orchestration: Making The Right Promise In Milliseconds



## Carrier & Installer Orchestration

First **ORACLE**  
TRANSPORTATION MANAGEMENT

Then AI-powered Logistics  
Aggregator



## Data Driven Automation



## Order Orchestration & Fulfillment Model Choice



Near Real Time  
customer updates

External  
solution

ROI <2 years  
(from capability activation)

# What a B2B Supply Chain Guy Learned from D2C



## From

Minimizing cost

Bulk shipments

Volume procurement

Efficiency metrics

## To

Maximizing experience

Personalized delivery

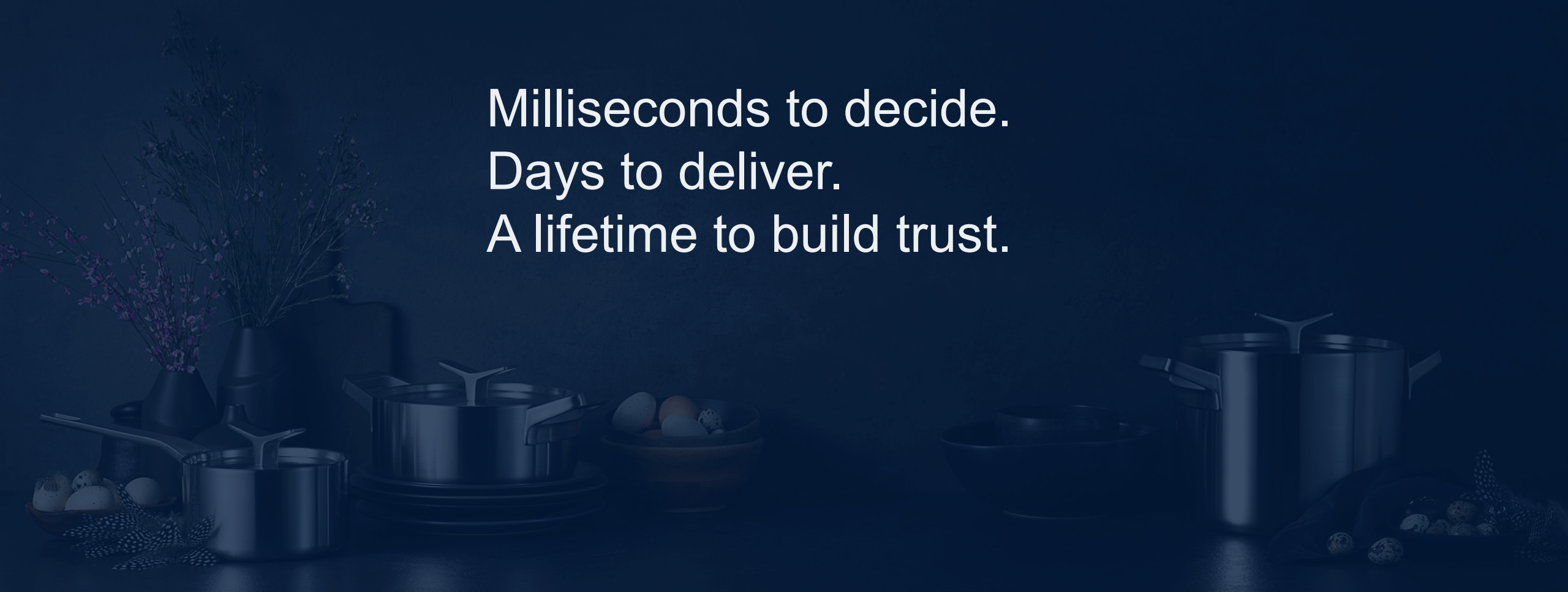
Portfolio procurement

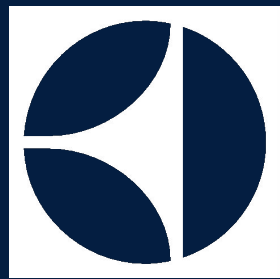
Conversion & loyalty metrics





Milliseconds to decide.  
Days to deliver.  
A lifetime to build trust.





**Electrolux**