



BIRKENSTOCK® |  **Artec 3D**

Meet Your Feet.

2025 FSF Merchandising Case Study

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Executive Summary



Many consumers struggle to find footwear that fits them well, leading to discomfort and long-term health issues. By partnering with Artec3D, Birkenstock is ready to **set the standard** for the next generation by introducing CNC-milled footbeds, custom-made to each individual. Birkenstock's global recognition and strong heritage, paired with Artec 3D's industry-leading 3D scanning technology, allow us to offer consumers a personalized, comfortable, and health-conscious solution.

Our CNC milling process allows for the creation of **custom footbeds** that are precisely tailored to the exact measurements captured by Artec3D's scanning technology. This customization ensures comfort and support for all potential customers, **with no exceptions**. This collection will provide a solution to the common issues many consumers face with ill-fitting footwear.

This permanent collection will initially consist of our three best-selling models, the **Arizona**, the **Boston**, and the **Gizeh**. All 19 Birkenstock locations will have a dedicated scanner that customers will have the option to use to scan their feet and store their measurements. Once their measurements are stored, customers can order their custom-fit shoes at any time, either in-store or online, ensuring a seamless and convenient shopping experience. The precision of the foot scans, combined with the CNC milling process, guarantees that each pair is uniquely tailored for **optimal comfort** and long-term foot health. This collection will not only elevate the customer experience, but also strengthens Birkenstock's commitment to innovation and sustainability through made-to-order production.



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Data Strategies



Third-party partnerships in **B2B sales channels** contributed 60% of Q1 revenues.

● Increased Q1 revenue by 26% after expanding production capacity.



Source: Birkenstock

Brand Comparison

Digital Technology

Offers a **digital try-on** option using augmented reality to help customers visualize their purchases.

Integrated machine learning into emails to improve product recommendations, increasing revenue by 7.46%.

Active Instagram with over **1.4 million** followers. Active Facebook with **1.9 Million** followers.

Digital Technology

Optimized their digital marketing strategy to capitalize on consumer trends.

Invests in IT systems and infrastructure to streamline operations and support growing digital demand.

Active Instagram with over **600,000** followers. Active Facebook with **540,000** followers.

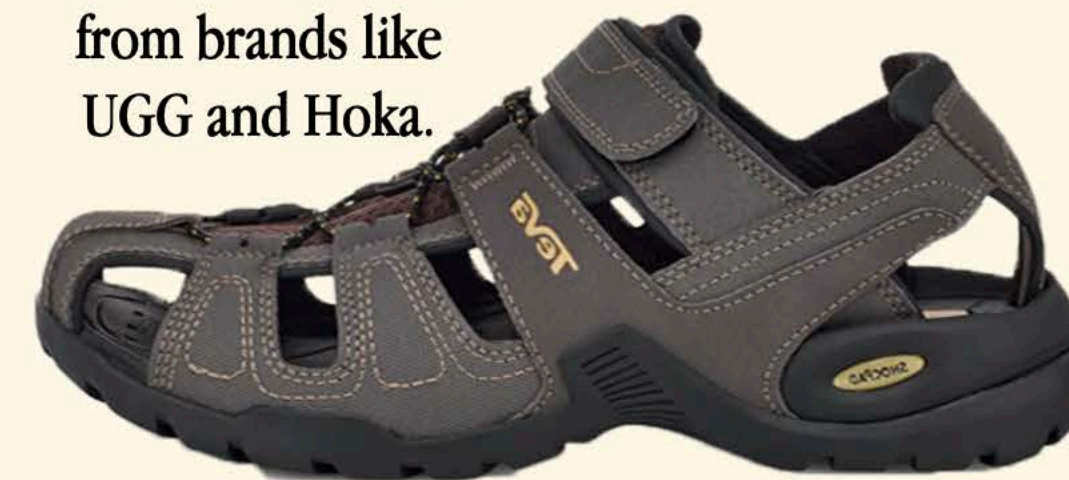
Teva

Data Strategies



Owned by **Deckers**, gaining access to shared data and resources from brands like UGG and Hoka.

● Sold primarily through **outdoor retailers**.



Source: Teva

Birkenstock and Teva have both taken strategic steps to meet consumer needs, but they have done so through different paths. Birkenstocks' technological advancements, paired with our current channel strategy, position us well to serve a **wide range of consumers**. In contrast, Teva's focus on outdoor retail has **solidified their presence within a niche market**, limiting their ability to reach broader consumer segments. Birkenstock's general consumer appeal and integration of innovative technologies **enable us to capture a larger and more diverse market**, allowing for greater growth potential.

Strengths:

Customer Loyalty: The average Birkenstock wearer owns 3-4 pairs.

Eco-Friendly: Commitment to natural materials.

Rich Heritage: Family history in shoemaking that can be traced back to 1774.

Global Recognition: We have a brand awareness of over 80% and are one of the top 5 global footwear brands.

Weaknesses:

Brand Reliance: Our dependency on brand name and reputation.

Counterfeit Threat: Large amount competition from counterfeit products

Consumer Adaptability: We struggle with adapting to change in consumer preferences and attracting new customers.

Product Limitation: Minimal opportunities for product customization.

Opportunities:

Geographic Expansion: Expanding into new regions, specifically Asia-Pacific will tap into a growing demand for premium & sustainable footwear.

New Product Development: Introducing fresh categories will diversify the brand's offerings and attract new customer segments.

E-commerce Growth Potential: Strengthening online sales channels will increase accessibility and drive global revenue growth.

Consumer Education & Engagement: We can enhance customer loyalty and further establish our brand as a foot care leader through in-store workshops and interactive seminars that explain the benefits of our footwear.

Potential Threats:

Lack of Mobile App: Without a dedicated app, Birkenstock loses potentially crucial opportunities to engage with our customers.

Competition: Birkenstock faces increasing competition from brands that offer a wider variety of styles, trend-driven designs, or lower-priced alternatives.

Competitors Embracing Sustainability: As more brands adopt eco-friendly practices, our differentiation in sustainability could be diminished.

Price Sensitivity: Consumers may become more price-sensitive, particularly during economic downturns, leading to reduced demand for premium-priced footwear.

BIRKENSTOCK

New Assortment Benefits:

Solving Product Limitations: Introducing customized footbeds addresses Birkenstock's current product limitations by providing a personalized fit.

Expansion Potential: Birkenstock's app will enhance the shopping experience by allowing customers to store measurements and reorder custom footbeds.

Brand Prestige: Our custom-fit, custom-fit footbeds will enhance brand prestige and distinguish Birkenstock from competitors.

Health and Wellness Focus: By offering footbeds designed specifically for individual feet, the collection promotes better foot health, reducing discomfort and long-term issues for customers.

Embracing Digital Technology at Birkenstock

Digital technology advances daily, reshaping the retail industry with new tools, experiences, and processes. Advancements like AI, Augmented Reality, and 3D Scanning continually transform the consumer experience. Birkenstock plans to **embrace emerging innovations** to meet evolving consumer demands while maintaining our competitive edge.

CNC-Milling

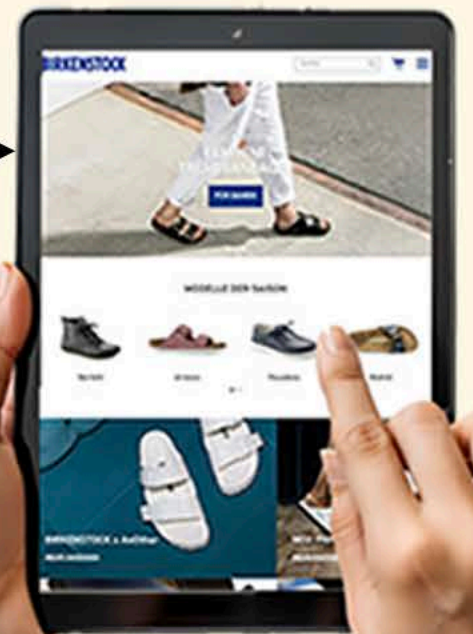
Milling is the process of using rotary cutters to **remove material with many small cuts**. It is one of the most commonly used processes for machining custom parts to precise tolerances. Once a 3D scan captures the foot's dimensions, CNC milling machines will **carve the cork layer** of the footbed to the customer's measurements. This process allows for a level of customization that ensures the footbed **conforms perfectly** to each unique foot. After the footbed is carved, our shoemakers will construct the shoe around it. By integrating CNC milling into our production process, we can produce footwear that is designed to cater specifically to the individual needs of every customer who will walk into a Birkenstock store.

In-Store 3D Scanning

Birkenstock will add 3D scanners to all 19 of its current locations. When visiting a store, customers will have the option to get a foot scan. Once the scan is complete, the data will be saved **directly to the customer's profile in the Birkenstock app**, allowing easy access to their foot data for future purchases and reorders, without the need for rescanning.

Birkenstock App

A Birkenstock app will serve as the **key digital tool** for this collection, it allows customers to store their foot measurements securely after scanning. This allows customers to easily **reorder custom-fit shoes at any time**, from any location.



Market Research

Consumers who receive customized products or services are **more likely to feel valued and appreciated** by the company, resulting in higher levels of satisfaction and loyalty. (Forbes, 2018)

36% of consumers are interested in purchasing customized products or services, and **48% are willing to wait longer for customized product.** (Deloitte, 2015)

The custom apparel market size is forecasted to grow by **1.79 billion USD** an increase of 7.22% by 2027. (Technavio, 2024)

Consumers over 55 are more likely to be interested in personalized products compared to the rest of the population. (Deloitte, 2015)

62% of online shoppers report having chosen, recommended, or purchased from a brand that provides a customized experience or service. (Walker, 2017)

The global footwear market is valued at around **\$352 billion** in retail sales or roughly **17%** of total apparel spending. (Statista, 2024)



Price isn't the barrier

1 in 5 consumers who expressed an interest in personalised products or services are **willing to pay a 20% premium.**

Where would you even start?

42% of consumers who are interested in customised products or services would still rather be **led by brands** and choose from a selection of options.



The great data exchange

22% of consumers are **happy to share some data** in return for a more personalised customer service or product.

Consumer Research

Quality is the foundation of Birkenstock's story. Our commitment to excellence has attracted a diverse group of consumers whose values align with ours, particularly **Millennials and Baby Boomers**, who make up **61%** of Birkenstock consumers seeking products that reflect their ethical lifestyles. With ¼ of the body's bones in our feet, proper support becomes crucial. This collection enables everybody to walk in a way that is as close as possible to how nature intended.

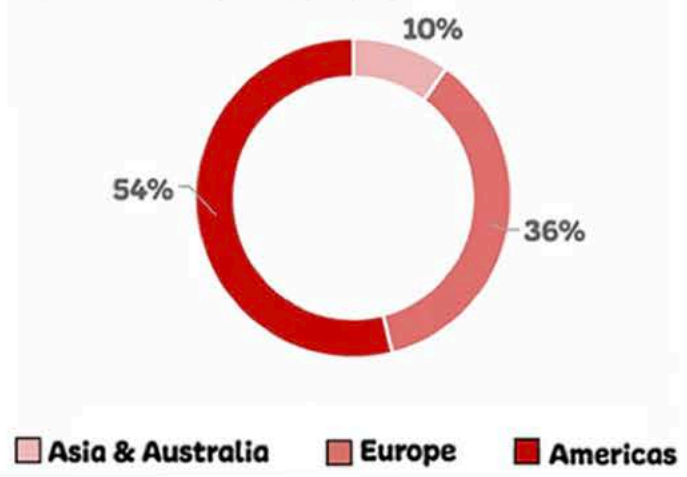


Source: Medium.com

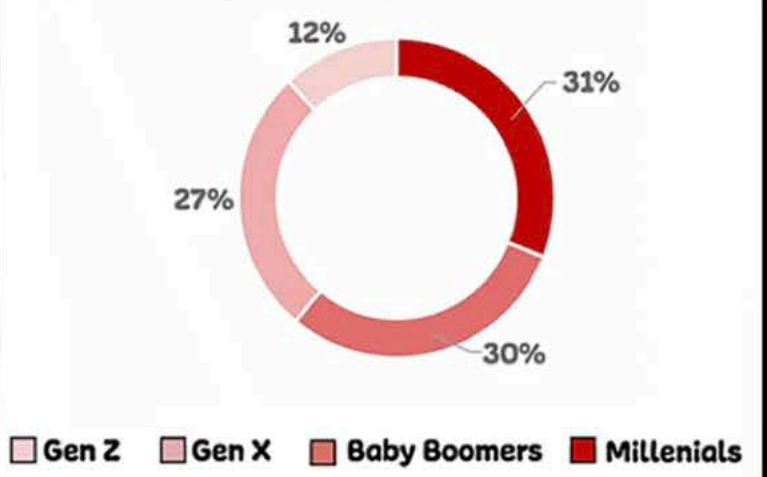
Appeal

Our customers **already associate Birkenstock with health and comfort**. They seek durable footwear that can last for years. Our recent commitment to quality aligns with the rejection of traditional beauty norms, especially among younger generations. We proudly embrace the **utilitarian design** of our shoes that serve a purpose much larger than style. This philosophy is highlighted in our '**Ugly for a Reason**' campaign where we show that Birkenstock is not just another fashion brand capitalizing on the "ugly" shoe trend. Rather, we have a **higher purpose behind our design**. By collaborating with established brands like Stüssy and Rick Owens, we've attracted younger, style-conscious demographics, while staying true to our core values of support and comfort.

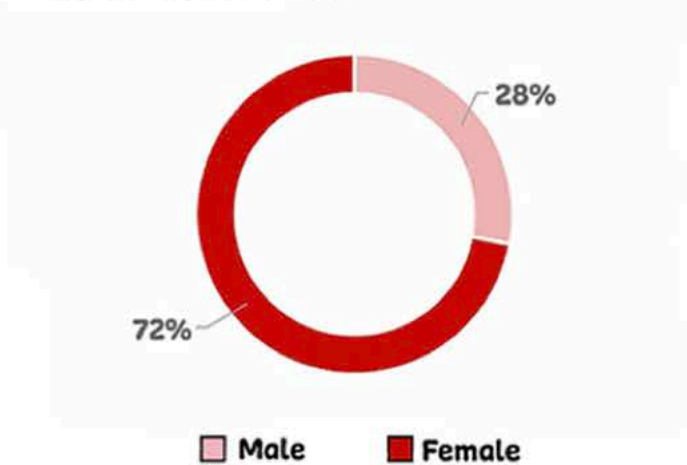
Customers by Geography



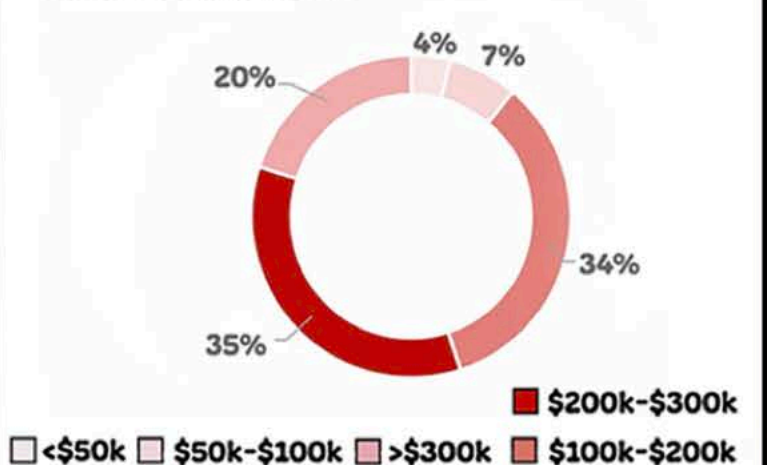
Customers by Generation



Customers by Gender



Customers by Income



Product Longevity

Average Lifespan: years with heavy daily use, 5-10 years with moderate use, decades with minimal use and upkeep.

Factors: Wear and tear, maintenance, and usage conditions significantly affect the lifespan.

- Maintenance:** Regular cleaning, cork sealing, and avoiding excessive heat and moisture are critical.

Impacting Every Step



Customer Loyalty

Combining personalized experiences with our strong brand heritage builds a deeper sense of **inclusion and connection** to our story by offering something truly unique-perfect fit and support based on the consumer's unique needs.

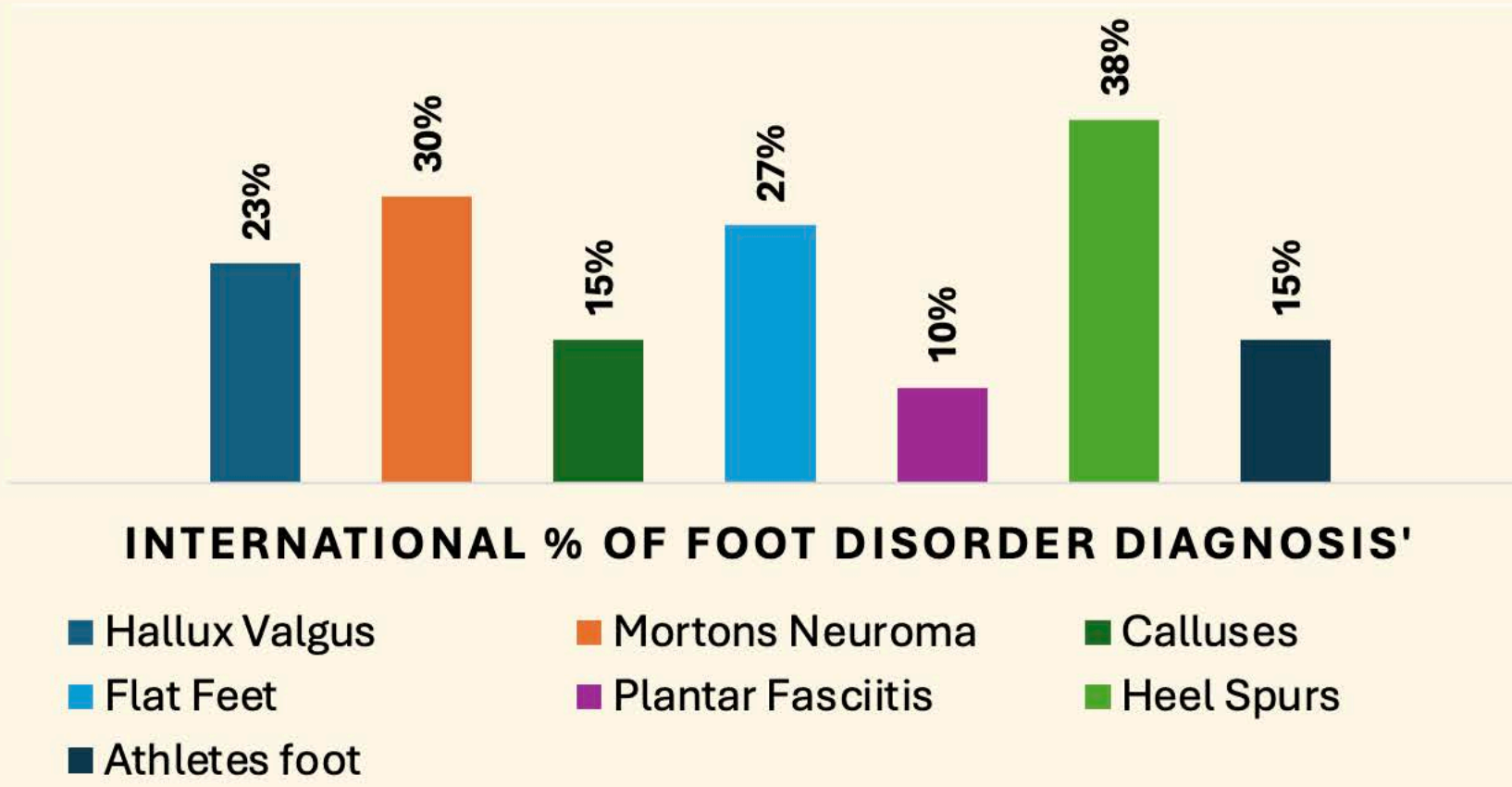
Sustainability

Introducing a **Repair, Refurbish, Recycle program** gives customers the opportunity to extend the life of their shoes, reducing overconsumption, minimizing waste, and promoting a circular economy.

Implementing this collection on a completely **made-to-order production process** significantly reduces overproduction and excess inventory while optimizing material usage and pushing a sustainable manufacturing process.

Health & Wellness

The American Podiatric Health Association discovered that nearly **eight in 10** (78%) Americans have **experienced foot problems** as a result of wearing uncomfortable or ill-fitting shoes. 68% of those whose shoes have hurt their feet have gotten blisters, and nearly six in 10 (58%) have suffered heel pain. This collection solves key health and wellness concerns by offering custom-fit footwear that promotes proper **foot alignment, posture, and mobility**.



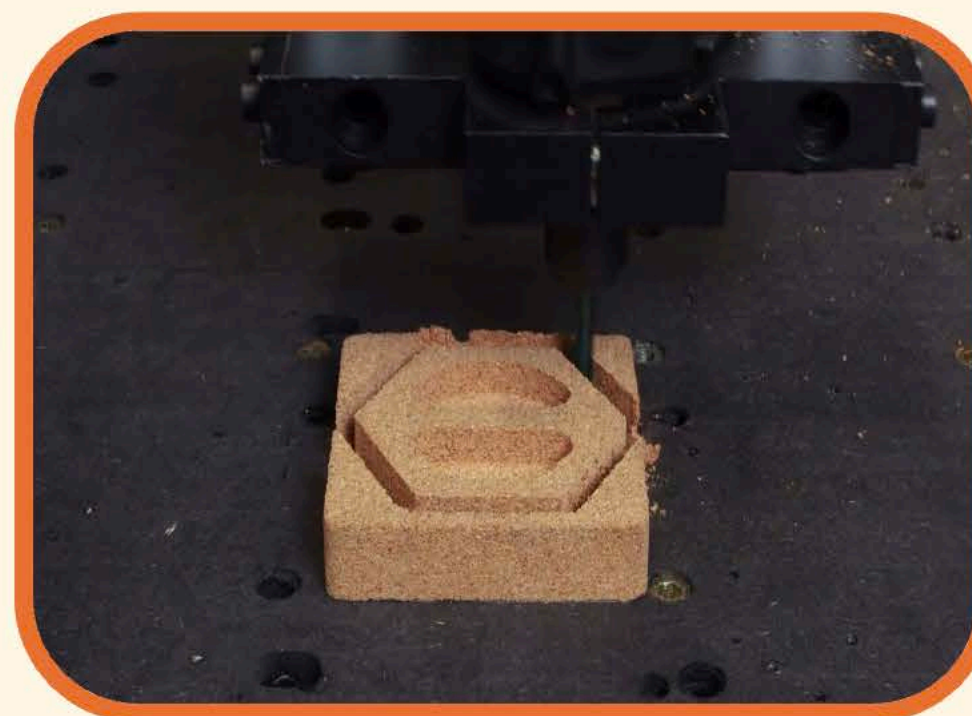
Big Data & Digital Technology: 3D Scanning For Custom-Fit Footwear

Digital Hub

The app won't just handle the custom-fit process. It will also serve as a comprehensive tool where customers can explore additional product lines, check care instructions, and even track their past purchases. By enhancing the digital experience, Birkenstock can increase engagement and provide tailored product recommendations based on user history.

CNC-Milling

CNC milling will allow Birkenstock to manufacture custom cork footbeds with exact specifications. This process not only provides a superior, personalized fit but also optimizes material usage, reducing waste and supporting Birkenstock's commitment to sustainability.



3D-Scanning

Artec3D's technology grants the opportunity to create a complete 3D reconstruction of each foot. The ability to capture near-exact foot measurements will allow Birkenstock to create custom-fit shoes tailored to every foot imaginable.



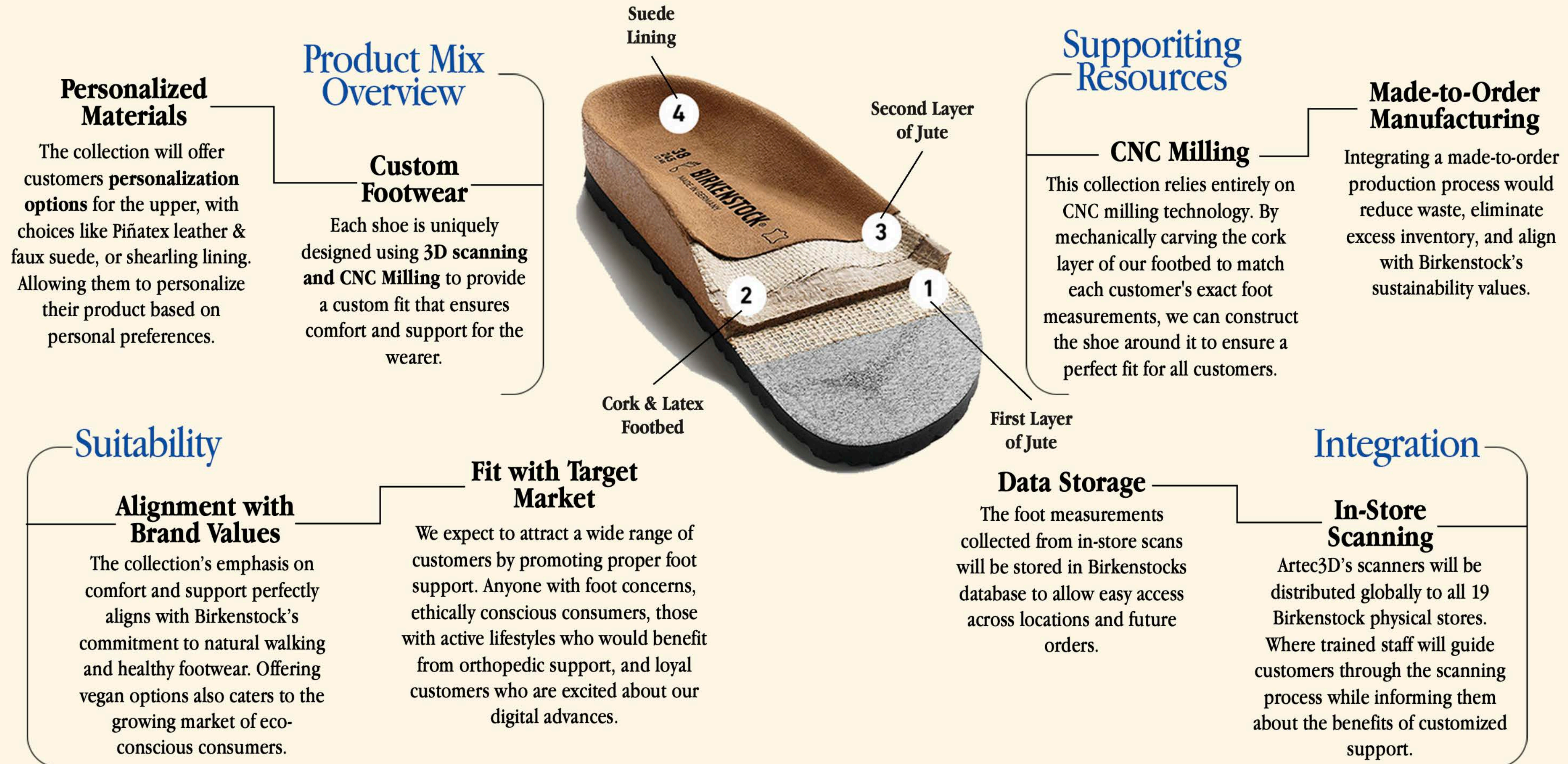
3 V's of Big Data

Volume: App data will **enhance** custom-fit offerings and improve customer understanding.

Variety: Big data on customer purchase behavior, such as preferred styles, materials, and purchasing frequency, allows Birkenstock to **anticipate** demand and **personalize** product recommendations.

Velocity: CNC-Milling as a large-scale manufacturing process, enables us to **swiftly** meet consumer demand while maintaining precision and quality.

Resource Alignment



Assortment Plan

Birkenstock Artec3D Merchandise Assortment Plan For 3D Printed Sandals											
Launch Date: Fall 2025											
Model	SKU#	Material	Color	Cost Per Unit	MSRP	Lead time	MU%	Forecasted Units Sold	COGS	Revenue	Gross Profit
Arizona	ARILEA01	Leather	Mocha	\$61.09	\$185	9 Days	67%	5,250	\$320,723	\$971,250	\$650,528
	ARISUE02	Suede	Taupe	\$54.52	\$165	10 Days		3,750	\$204,450	\$618,750	\$414,300
	ARZPIN03	Piñatex	Black	\$52.84	\$160	7 Days		750	\$39,630	\$120,000	\$80,370
	ARZFSU04	Faux Suede	Black	\$46.27	\$140	8 Days		1,870	\$86,525	\$261,800	\$175,275
	ARZSHR05	Shearling	Mink	\$66.02	\$200	10 Days		2,250	\$148,545	\$450,000	\$301,455
	Subtotals:							13,870	\$799,872	\$2,421,800	\$1,621,928
Boston	BOSLEA06	Leather	Cognac	\$66.08	\$200	9 Days	67%	4,500	\$297,360	\$900,000	\$602,640
	BOSSUE07	Suede	Taupe	\$59.46	\$180	10 Days		2,750	\$163,515	\$495,000	\$331,485
	BOSPIN08	Piñatex	Black	\$54.52	\$165	7 Days		600	\$32,712	\$99,000	\$66,288
	BOSFSU09	Faux Suede	Black	\$49.50	\$150	8 Days		2,037	\$100,807	\$305,475	\$204,668
	BOSSHR10	Shearling	Mink	\$69.24	\$210	10 Days		2,250	\$155,790	\$472,500	\$316,710
	Subtotals:							12,137	750,184	2,271,975	\$1,521,791
Gizeh	GIZLEA11	Leather	Black	\$56.14	\$170	9 Days	67%	3,000	\$168,420	\$510,000	\$341,580
	GIZSUE12	Suede	Midnight	\$51.20	\$155	10 Days		2,000	\$102,400	\$310,000	\$207,600
	GIZPIN13	Piñatex	Black	\$47.85	\$145	7 Days		450	\$21,533	\$65,250	\$43,718
	GIZFSU14	Faux Suede	Black	\$44.53	\$135	8 Days		1,500	\$66,795	\$202,500	\$135,705
	GIZPLN15	Platform Nubuck	Stone	\$60.98	\$185	10 Days		1,719	\$104,794	\$317,923	\$213,128
	Subtotals:							8,669	463,942	1,405,673	\$941,731
Totals:								34,675	\$2,013,998	\$6,099,448	\$4,085,450

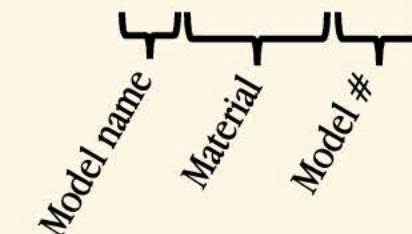
Key Assumptions:

Gross Margin is based on **Birkenstocks reported 62.1% Gross profit in 2023**. Due to the innovational nature of this collection, we believe increasing the markup will not impact total sales.

Due to the made-to-order manufacturing process of this collection, we will not have any stock on hand. Therefore, we forecasted the number of units sold based on, average store traffic, expected interest & adoption rate, and the 19 stores worldwide.

SKU Numbers are composed as:

ALEA01



Initial rollout will consist of **five variations of our three best selling models**, if this collection performs to our expectations, we plan on slowly incorporating this process into new silhouettes, materials, dyes, and collections.

6-Month Plan

Birkenstock | Artec3D

6-Month Merchandising Plan

F/W 2025	June (Setup)	July 5 weeks	August 5 weeks	September 5 weeks	October 5 weeks	November 5 weeks	December 5 weeks	End of season	Season's Total
Sales \$ Projections	0	\$474,627.6	\$680,000.0	\$722,500.0	\$816,000.0	\$1,251,000.0	\$1,300,838.0	-	\$5,244,965.6
Sales % by Month	0	10.0%	12.5%	15.0%	15.0%	20.0%	27.5%	-	100%
BOM	0	\$527,364.	\$758,674.5	\$840,511.7	\$934,011.7	\$1,447,686.2	\$1,497,524.2	\$530,000.0	\$933,681.7
MD\$	0	\$52,736.4	\$78,674.5	\$118,011.8	\$118,011.8	\$196,686.3	\$196,686.3	-	\$786,745.0
MD% by Month	0	10.0%	10.0%	15.0%	15.0%	25.0%	25.0%	-	100.0%
MD% of sales	0	11.1%	11.6%	16.3%	14.5%	15.7%	15.1%	-	15.0%
Purchases	\$527,364.0	\$758,674.5	\$840,511.8	\$934,011.8	\$1,447,686.3	\$1,497,524.3	\$530,000.0	-	\$6,008,408.5

Key Assumptions:

- Increased IMU% covers operational expenses and provides markdown flexibility.
- This collection follows a made-to-order production process, **eliminating the need to plan out S/S ratio, EOM, and sell through.**
- Sales will peak in September and December due to Back-to-School and holiday demand.
- Sales are expected to increase gradually each month as more customers complete the **3D scanning process.**
- Markdown strategy starts modestly and increases during peak sales months to stimulate sales and manage inventory.

Units Produced	30,853
Material Costs	\$1,666,047.9

IMU%	67.6%
GM%	62.7%
Turnover	5.6

Launch Plan

Birkenstock's Fall 2025 Custom Footwear Line

Sales Channels & Consumer Strategy

19 scanners will be distributed to all existing Birkenstock locations, where customers will have the option to experience a **free in-store foot scan** by making an account on our new Birkenstock mobile app, where their measurements will be **stored in their account** for easy access and future orders. The product will primarily be sold through **direct-to-consumer channels**.



Consumer Engagement

To enhance customer engagement, Birkenstock will organize in-store **workshops and seminars** that highlight the advantages of foot health and the long-term benefits of proper support. We will advertise the product and its benefits across our social media platforms to raise awareness and promote the collection among all age groups, ensuring we reach a wide range of customers.



Post Launch Efforts

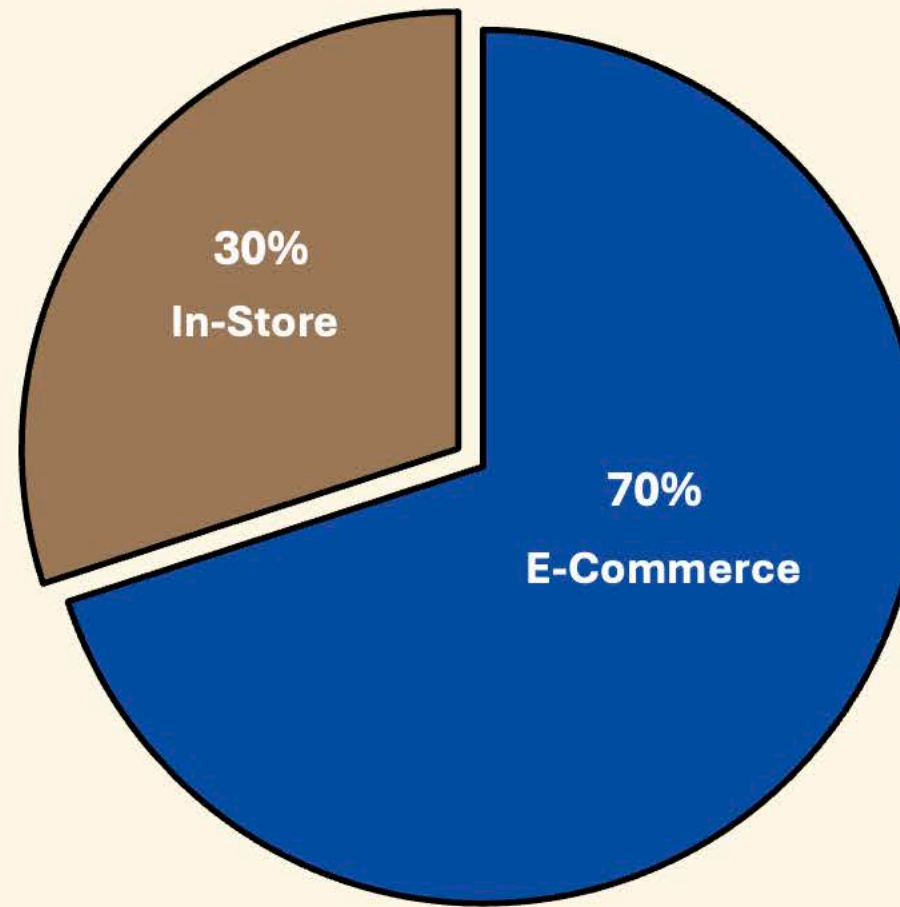
Our Post-Launch strategy will prioritize **maintaining momentum and capitalizing on customer feedback**. We will launch social media campaigns to engage with our audience and gather feedback to enhance the assortment. Based on the feedback we collect from various sources, Birkenstock and Artec3D will be able to determine the course of action for our next release. A significant portion of this will involve building upon existing features and enhancing the user experience.

Omni-Channel Distribution Plan

For the launch of this collection, our distribution strategy will primarily focus on an omni-channel approach, with an **emphasis on e-commerce**. This strategy aims to maximize consumer reach and engagement while efficiently distributing inventory across both online and physical retail channels.

In-Store

Physical stores will serve as the **key touchpoint** for foot scanning, which is essential for creating the customized silhouettes. After the purchase, the production process begins, and customers will have the option to order their sandals in-store, or through our Birkenstock app at any time.



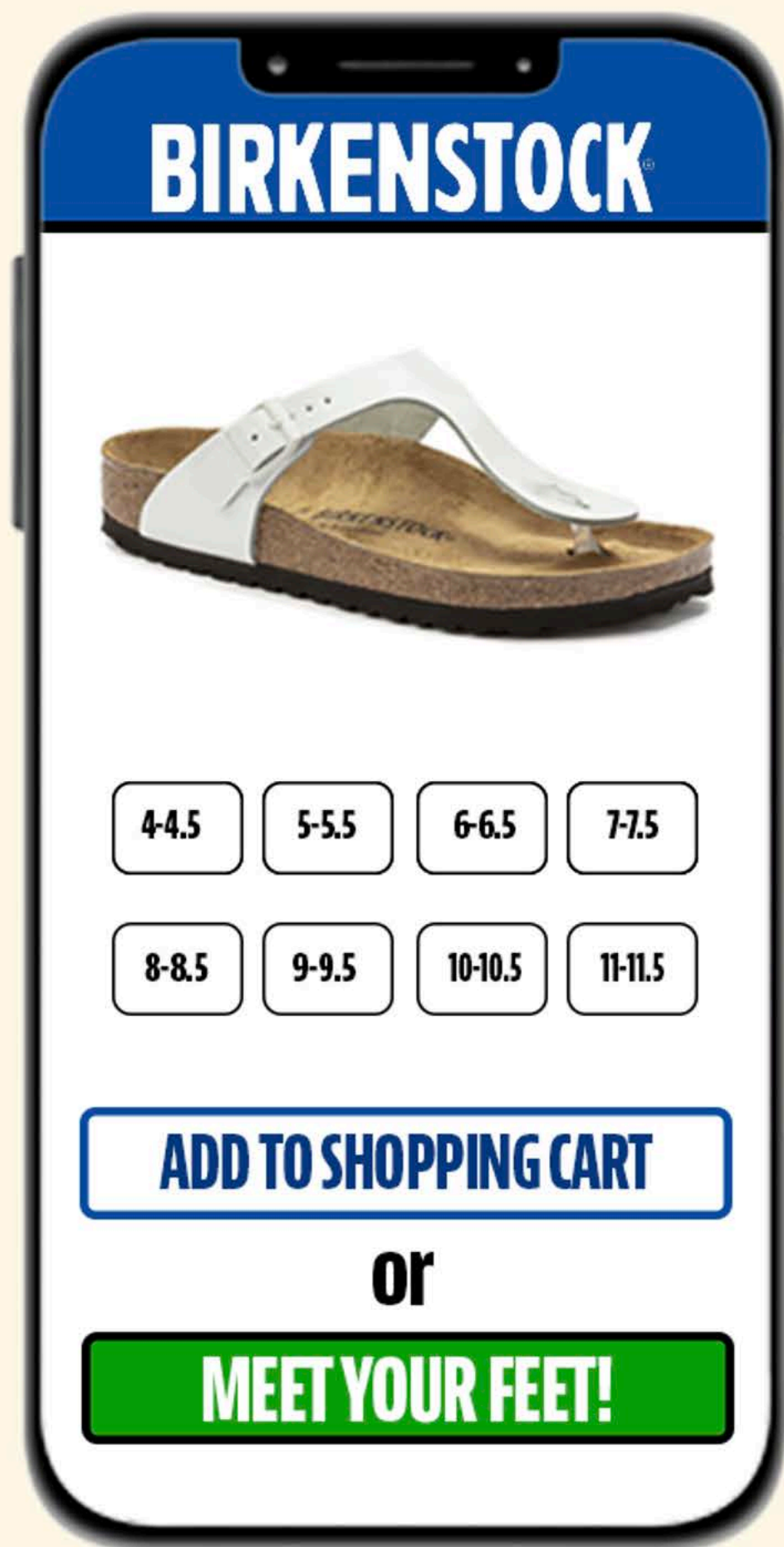
E-commerce

The majority of orders will be processed through our e-commerce platforms, ensuring broad accessibility. After scanning their feet in-store, customers can purchase customized silhouettes online at any time through the Birkenstock app, providing convenience and ensuring a seamless customer experience.

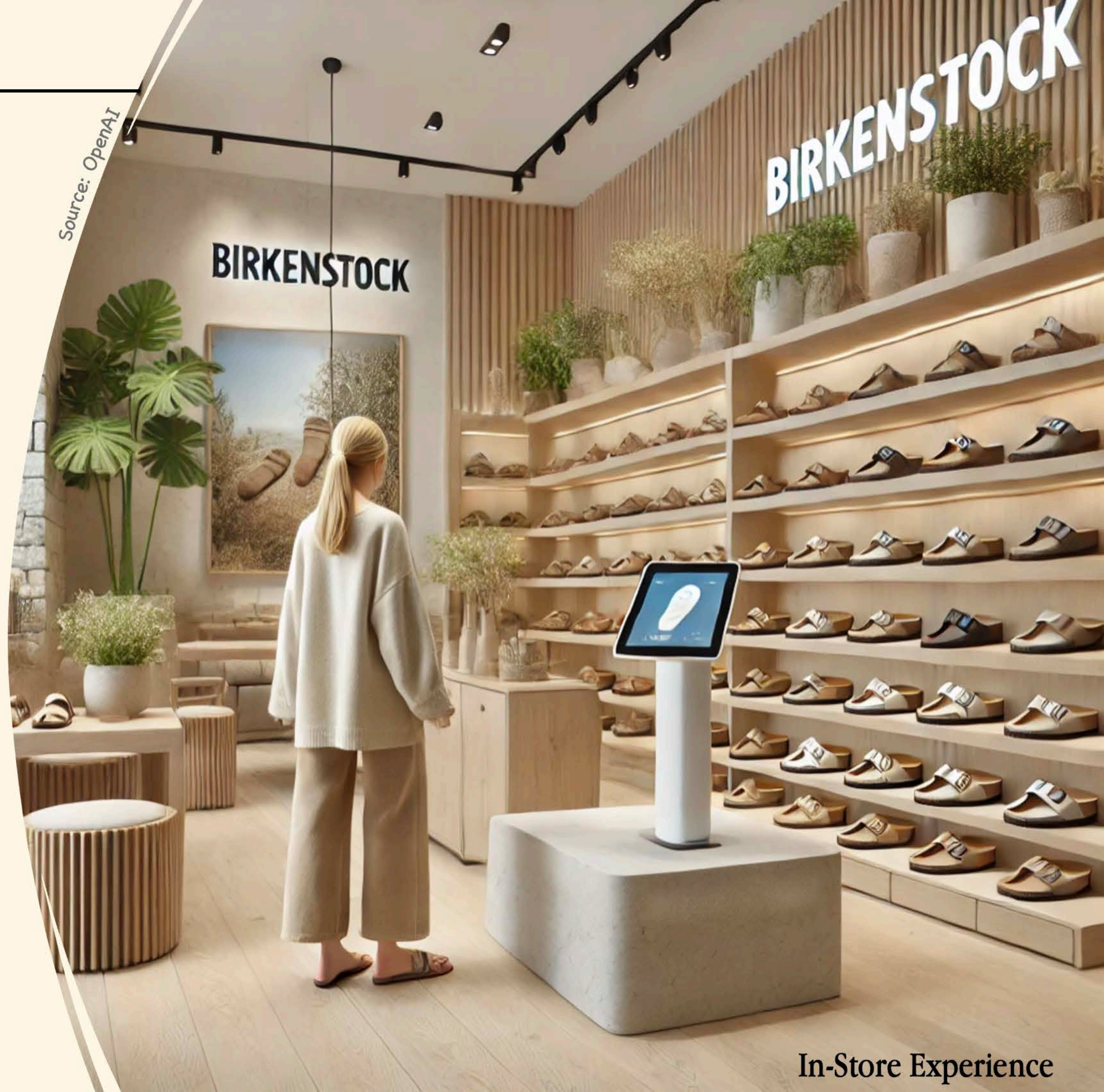
Due to our made-to-order production process, there is **no need for large inventory investments**. Instead, resources will be focused on supporting in-store foot scanning technology and optimizing production processes through e-commerce platforms. Production of customized silhouettes will begin as soon as an order is placed, which can be initiated online at any time after the foot scan.

Our approach emphasizes an efficient **omni-channel distribution** system, integrating both **in-store** foot scanning and **e-commerce** for customized Birkenstock's.

Visual Guidelines



In-App Customization Feature



In-Store Experience

Growth Plan

Pop-up Stores

Following our initial launch, we will launch **pop-up stores in high-potential markets**, offering customers the opportunity to scan their feet in-store. These scans will allow customers to save their measurements, enabling them to order customized silhouettes digitally at any time afterward. The pop-up stores will be **key to expanding our reach globally**, providing access to customization for those who cannot complete the scanning process at a Birkenstock Store. This strategy will **enhance brand visibility** and create new opportunities for consumer engagement in untapped markets.

New Silhouettes

Birkenstock's initial collection introduces classic silhouettes that resonate with consumers while introducing the customization process. As of June 2023, Birkenstock has released **174 shoe models**.

To maintain consumer interest, we'll gradually introduce new silhouettes. Over time, we aim to incorporate the customization **process into all models**, ensuring that every Birkenstock product offers a perfect fit. We expect this process to be **integrated into every model**, offering custom-fitted shoes across Birkenstock's range. By expanding customization options, we'll meet existing customer demand and attract new consumers who value comfort and personalized products.

Expansion

Currently, Asia and Australia account for only **10%** of Birkenstock's consumer base. To capitalize on this, we plan to **build new stores in key locations** within these regions. These stores will introduce our customized silhouettes and provide in-store foot scanning services, ensuring that local customers can experience our products firsthand. By expanding our presence in these markets, Birkenstock aims to **deepen connections** with new audiences and **foster brand loyalty**. This growth initiative aligns with our long-term vision of making personalized, sustainable footwear accessible to a broader global audience.

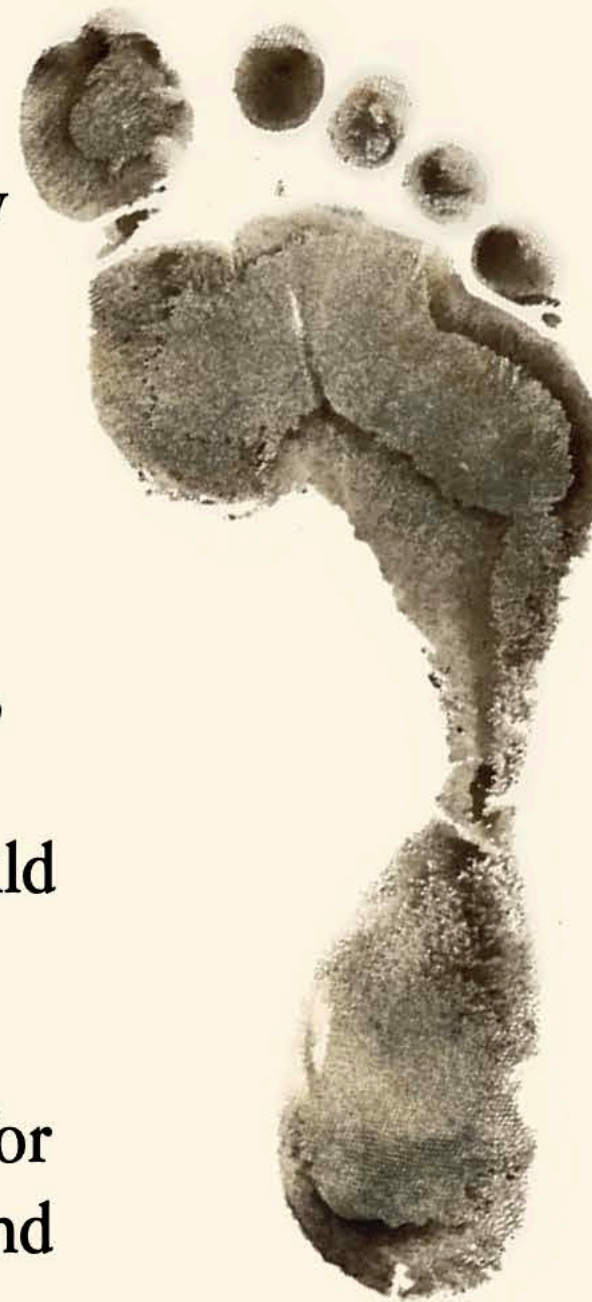
Conclusion

Commitment

At Birkenstock, we've always been committed to creating footwear that **prioritizes comfort and foot health**. We firmly believe that we're the ideal company to bring this idea to life. Our legacy of craftsmanship, paired with our long-term dedication to sustainability and innovation, will position us as the flagship company for custom-fit footwear.

Personalization

Implementing in-Store scanning, CNC-milled footbeds, and a dedicated app will **improve the personal experience** for all customers. This collection aims to build trust between Birkenstock and our consumers by providing a solution to a common problem. Offering personalized footbeds demonstrates our **genuine care** for individual comfort and well-being, strengthening the bond between our brand and our customers.



Differentiation

In a competitive market, this collection will make us stand out. While other brands may prioritize fast fashion or trends, **Birkenstock remains steadfast** in its values by combining innovation with the health benefits our customers expect. This level of customization gives us a clear advantage, ensuring that customers will return to us, knowing **that no other brand offers** this unique blend of comfort, technology, and sustainability.

Well-Being

Our custom-fit footbeds will actively support foot health by improving alignment, reducing stress on joints, and eliminating discomfort. This approach not only enhances comfort but also contributes to overall well-being in everyday life. This collection aligns seamlessly with our long-term goals and unwavering commitment to proper foot health, **ensuring the happiness of both our customers and their feet**.

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