JUNE 2021

Omnichannel, the new normal? N°2:

THE TIPPING POINT HAS BEEN REACHED. OMNI IS HERE TO STAY.

Whitepaper | Data Impact

OMNICHANNEL, THE NEW NORMAL?

Note: this paper is the second of two studies describing the evolution of ecommerce from a discrete channel into the omnichannel. The first paper, "Retailers: Is store the heart of the future ecommerce?" examined the causal roots and effects of omnichannel on retailers, and this second part focuses on its effects on brands.

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SUMMARY

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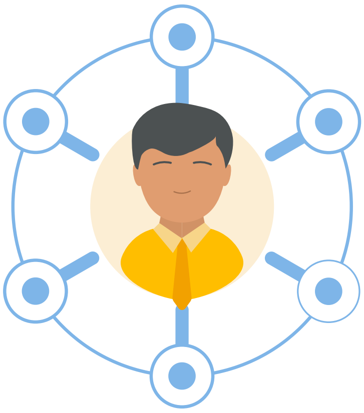
INTRODUCTION

As demonstrated in our previous whitepaper, the shift of the CPG market to omnichannel began before Covid-19 acted as a catalyser. Today, more than 54% of CPG shoppers are omnichannel. Shoppers, particularly Gen Z, expect a seamless experience between online and offline. To usher in this shift, retailers accelerated their digitization. This digitization was partly driven by a transfer from the warehouse-based ecommerce model to a store-based model. This trend is occurring in many countries because it answers shopper's needs (delivery cost, large and local assortment, delivery convenience) and retailer's constraints at the same time (cost of last mile delivery, scaling, competition with pure players).

Specifically in Europe and US, the development of store-based ecommerce was accelerated by Covid and drove CPG ecommerce growth through curbside pickup, click and collect, delivery from store and 3rd party platforms like Instacart, etc. As outlined in our previous whitepaper, this response was prompted by both retailers and consumers. For traditional retailers, it was a reasonable decision to make at the beginning of the crisis, given all the constraints—tight timing to meet demand, logistics, financial pressure and general risks involved. Initially motivated by a fear of shopping in-store, studies show that post Covid, shoppers intend to continue buying online.

New ways of shopping online continue to emerge and are shaping the future of ecommerce. Since the end of the summer 2020, ecommerce adoption continues to grow and retailers keep investing in omnichannel, adjusting their economic model to benefit from the market shift. Instacart provides one of the most striking illustrations of how the market has moved forward. According to a Bloomberg report the company "...has already surpassed its 2025 milestones and netted $35 billion in grocery sales in 2020". It is valued at $39 billion before its IPO. This trend of consumer convenience is here to stay and will impact CPG manufacturers in terms of organization, process, and tools. This analysis will investigate what those changes will look like for CPGs. In upcoming whitepapers, we'll address the impacts on both organizations and analytics tools in detail.



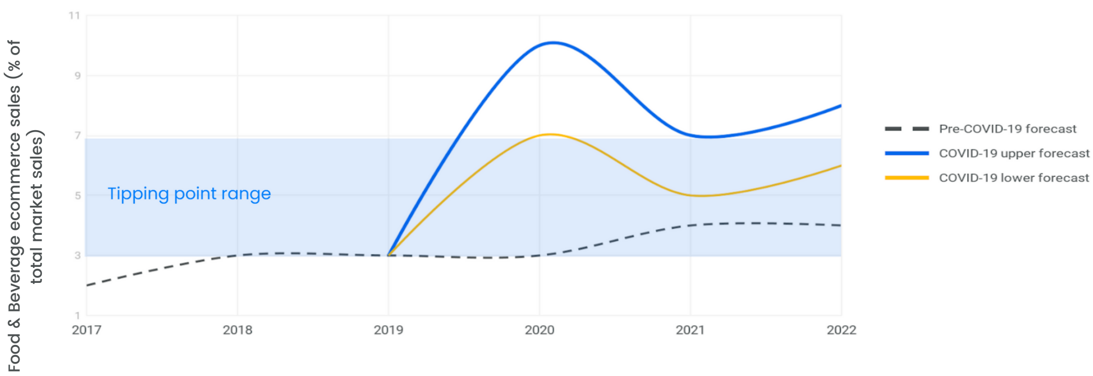
THE OMNICHANNEL SHIFT IS HERE TO STAY

The tipping point has been passed

During the pandemic the adoption of online CPG reached a tipping point. According to a July 2020 report from BCG there is no turning back.

“Online food and beverage sales have spiked to as high as 15% of total retail sales…we expect that figure to settle at about 6% to 8% by 2022.

The post-Covid-19 ecommerce CPG tipping point



Source : Forrester eComm share data; Brick meets click March 2020 survey, Company reports, BCG consumer research, March & April 2020, BCG Analysis

That has in fact been the level at which ecommerce took off in many other large product segments, including toys, auto parts, and electronics. Once that threshold is reached, CPG companies cannot afford to be anything but aggressive and proactive with ecommerce strategies and creative about their online presence.”

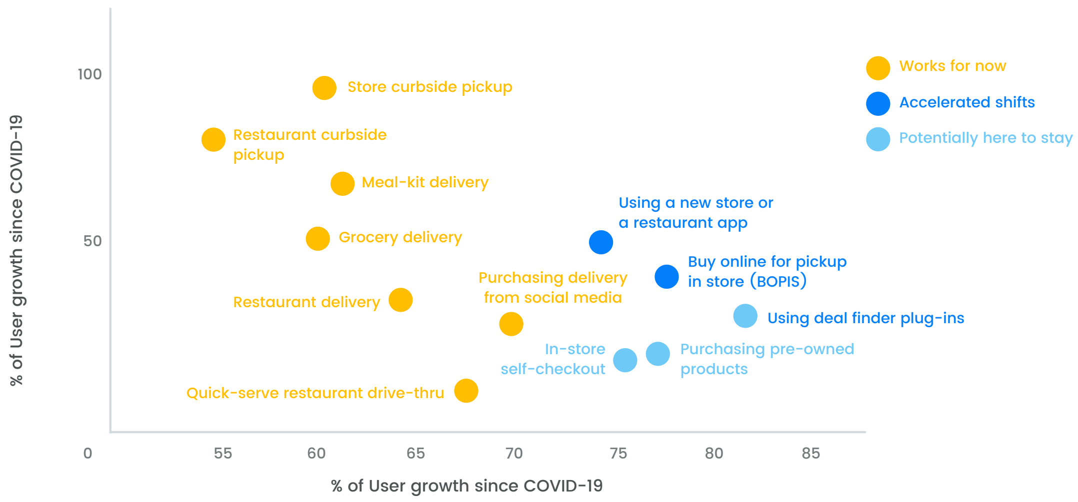
According to the same BCG study, consumers have already integrated this change into the way they shop, which confirms it’s a pivotal moment for online CPG. “35% of US shoppers new to ecommerce in March planned to continue making grocery purchases online after COVID-19 restrictions are over. By 2022, ecommerce’s share of individual grocery categories is expected to be as much as three times higher than pre-COVID-19 levels and two times higher than forecasts before the pandemic.” The convenience, assortment and increasingly positive experience of online grocery shopping is driving this shift in consumer behaviour.

A McKinsey survey from Sept. 2020 confirms this shift in a post Covid world: “Online shopping of non discretionary items—through both conventional ecommerce channels, as well as new shopping channels with omnichannel fulfilment—seems poised to continue to grow post-COVID-19 as consumers become more comfortable about buying without trying products first in physical stores.” This extends to groceries.

“35% of US shoppers new to ecommerce in March planned to continue making grocery purchases online after COVID-19 restrictions are over. By 2022, ecommerce’s share of individual grocery categories is expected to be as much as three times higher than pre-COVID-19 levels and two times higher than forecasts before the pandemic."

The convenience, assortment and increasingly positive experience of online grocery shopping is driving this shift in consumer behaviour.

Many consumers intend to continue newly acquired habits even after the crisis is over.



Source : Mckinsey - US consumer pulse survey 2020

A convergence of interests

The online CPG tipping point was driven by a convergence in interests of retailers and shoppers. For shoppers, initially delivery was desirable for safety reasons during lockdown. Soon, the convenience became sufficiently evident that consumers were willing to pay for it.

Retailers can focus their efforts on urban customers, who are more willing to pay for same-day delivery.

Shipping preferences by type of customer, percentage-point difference versus overall sample (n= 4,700)

+13

Younger people

base delivery choice mainly on speed and reliability

+5

More time-constrained people

are willing to pay €3 to €5 surcharge for same-day delivery

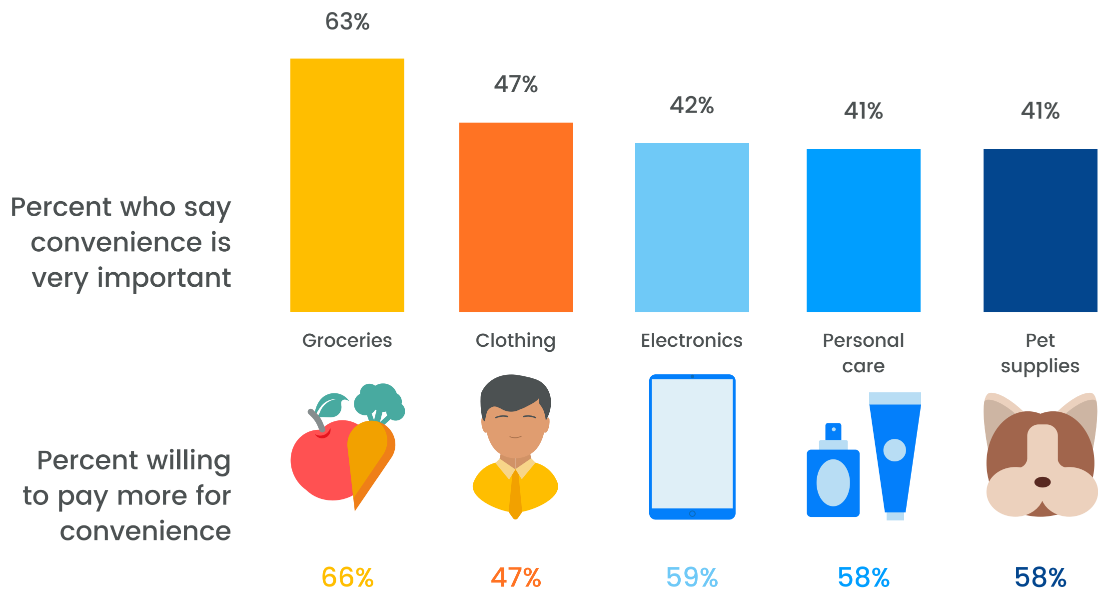
+4

Urban people

are willing to pay €3 for same-day delivery

Source: UPS Pulse of the online shopper, June 2016; KPMG International, Global Online Consumer Report, 2017

Everywhere indications point to shoppers continuing to use delivery for a variety of reasons, with convenience being the most common.



Source : NRV winter 2020 consumer view

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Value remains important for shoppers, and local assortment is also very important around the globe

Customer intentions guide key changes for grocery retail in 2021.

Net share of customers in %

I plan to...	France	Germany	Italy	Nether-lands	Poland	Russia	Spain	Sweden	Stwitzer-land	United Kingdom	EU Average
Online becomes core											
....buy groceries online	12	5	7	9	11	11	13	11	9	16	10
Value is king again											
....look for ways to save money when shopping	33	27	39	27	35	36	44	26	35	38	34
....actively search for best promotions	27	23	40	20	32	34	34	19	24	22	27
....switch to less expensive products	11	11	18	15	15	17	30	9	20	24	17
Lifestyle driven growth in food demand											
....focus on healthy eating and nutrition	31	37	32	30	34	16	36	27	29	29	30
....spend more on local or regional products	34	31	31	20	22	6	30	20	29	21	24
....spend more on envi-ronmentally friendly products	24	24	20	16	22	2	26	15	21	17	19
....buy imported products	-37	-34	-20	-19	-18	-22	-23	-25	-31	-25	-25

Source : McKinsey - The state of Grocery retail 2021

High Low

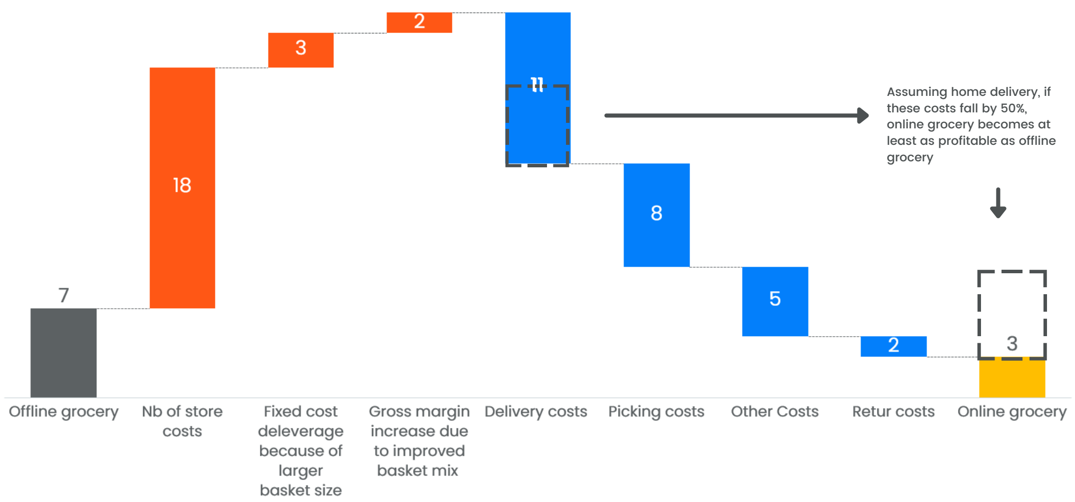
Speed of delivery is a factor in terms of brand loyalty for consumers

Faster deliveries build greater loyalty, but fewer retailers and brands offer it as an option.

For retailers, delivery poses a challenge, however, given its importance to consumers, they need to find a way to accomodate the cost of last mile delivery.

Online grocery would become more profitable if retailers could reduce delivery costs.

Profitability per basket, % of sales



Source : McKinsey - Reviving grocery retail: Six imperatives report - 2019

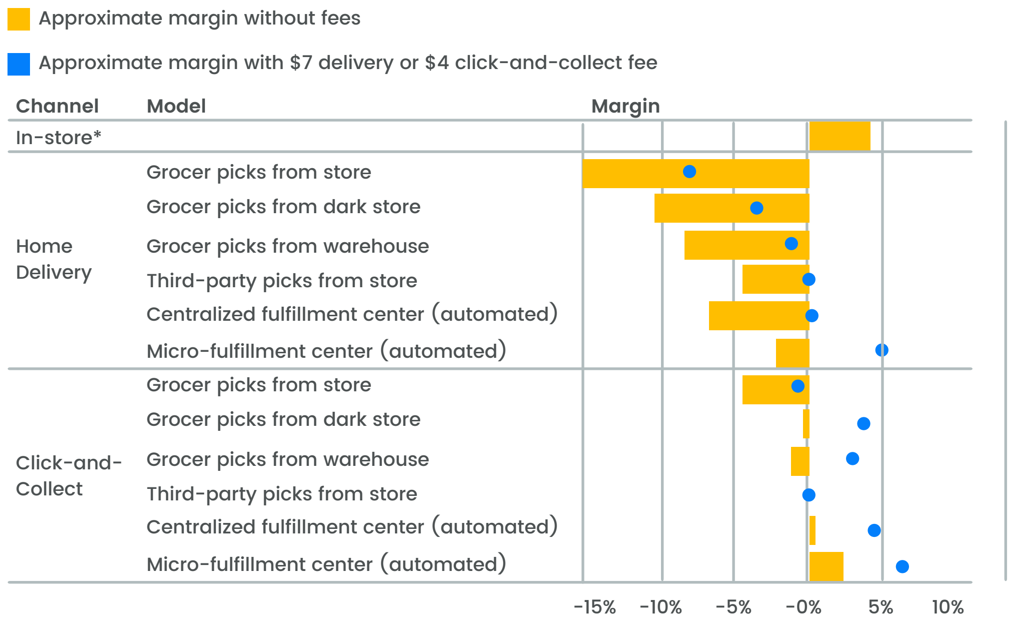
Online grocery fulfillment strategies: comparison of unit economics

Fullfillment method:	Traditional brick-&-mortar self service	3rd party in-store picking, order delivered	In-store picking, order delivered	In-store picking, curbside pickup	Centralized automated picking, order delivered	Automated micro-fulfillment, order delivered	Automated micro-fulfillment, curbside pickup
Basket size	$50	$125	$150	$150	$150	$150	$150
Retailer fees charged to customer	$0	$0	$7	$5	$7	$7	$5
Total EBITDA (including corporate opex)/order	5%	-2%	-7%	-2%	5%	12%	16%
NET $ GAIN or LOSS/ORDER	$2,50	-$2,50	-$10,50	-$3	$7,50	$18	$24

Source : Fabric LTD, 2020

Online grocery profitability

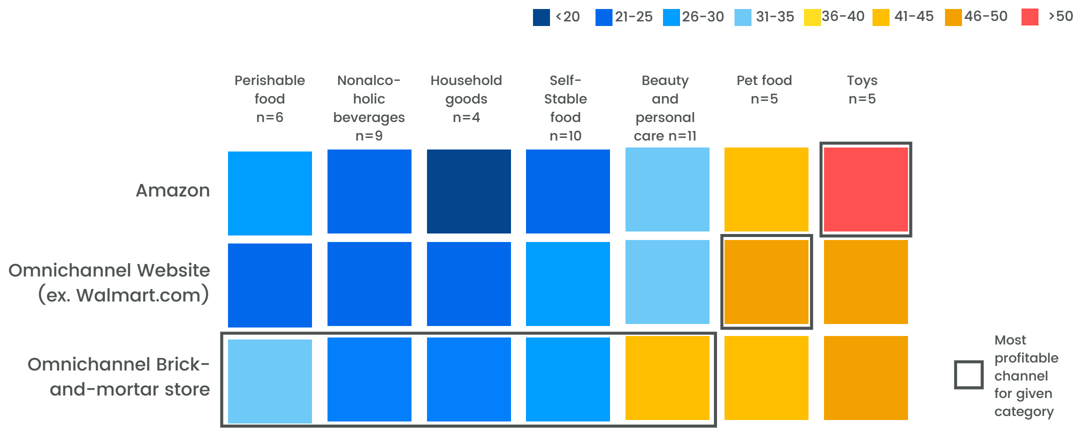
Estimated grocer margins by channel and model



Source : Bain & Company, CNBC

Brick and click retailers are engaged in an ongoing competition with pure players like Amazon. Pure players have well-established logistic solutions while traditional retailers are benefiting from their store network.

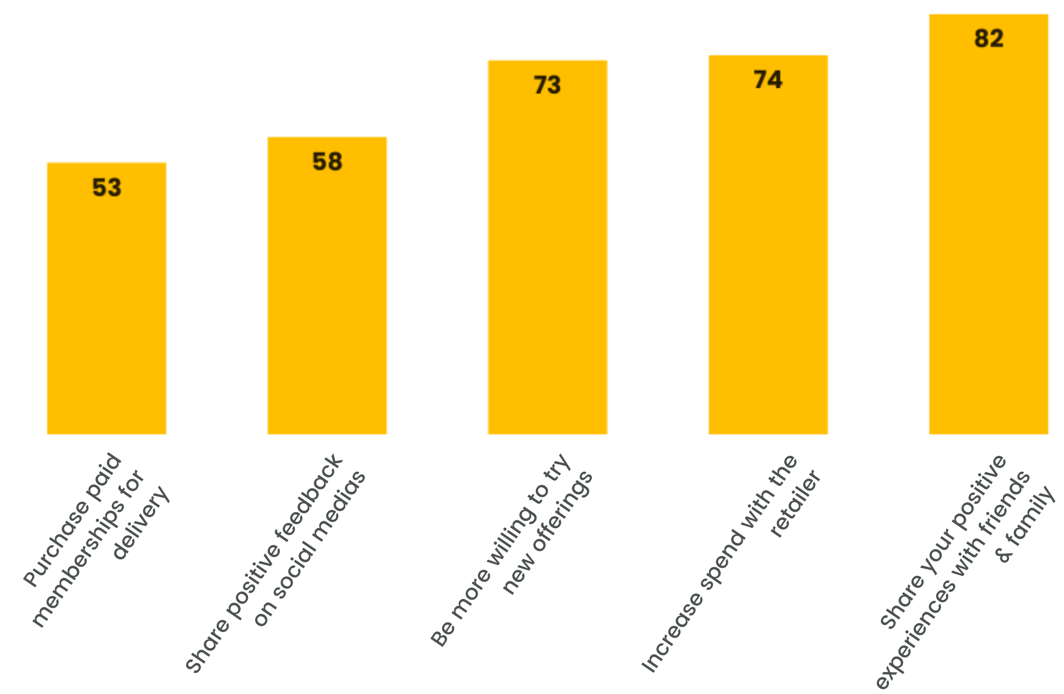
Channel profitability varies significantly across categories and is correlated with each category's ecommerce maturity.



Source : McKinsey ecommerce descision maker survey, 2020

Meanwhile, successful last mile delivery is very important to shoppers, especially in the US, and shopper loyalty to retailers increases in lockstep with delivery satisfaction.

Customer satisfaction benefits from great last mile delivery service



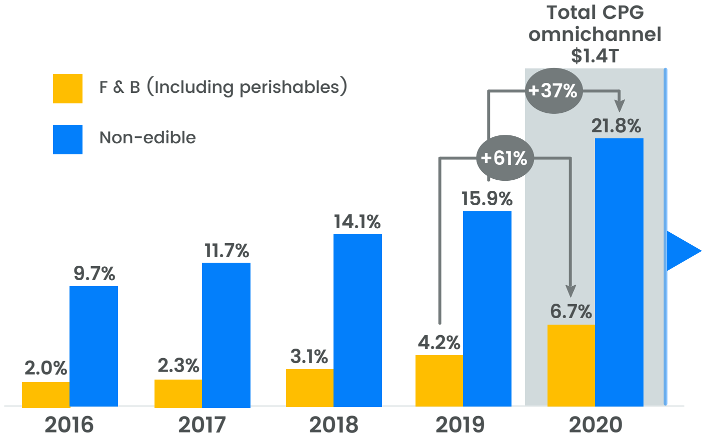
Source : Capgemini research institute, Last mile delivery customer survey - 2019

To ensure that online grocery can grow unimpeded, retailers have announced huge investments in their stores, (Target, Walmart) automated warehouses (Ocado) and micro fulfillment centers. Underlining the advantaged of local stores to accommodate online orders, Target announced that 95% of online baskets are prepared in-store.

According to research by IRI and BCG, online CPG experienced huge growth recently, driven by delivery and pickup from store, favouring large manufacturers with a strong in-store presence.

Boosted by COVID-19, ecommerce became more significant in 2020

U.S. ecommerce share in omnichannel



Source : IRI & BCG Analysis - 2021

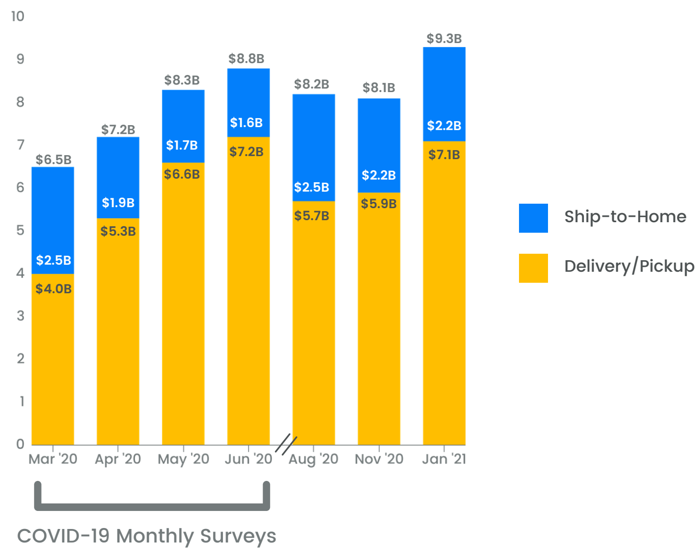
Categories with the highest existing ecommerce share continue to shift more share to the channel in 2020, e.g. shelf stable in edible and pet care and personal grooming in non edible.

Higher growth of pickup and delivery fulfilled by physical stores vs. shipment models favours larger manufacturers who have stronger positions in-store.

Research from Mercatus and Brick meets Click indicates that over the last twelve months, curbside pickup has attracted the largest share of monthly shoppers at 53% compared to ship-to-home and delivery.

Total US online grocery sales: January 2021

Total spending past 30-day periods



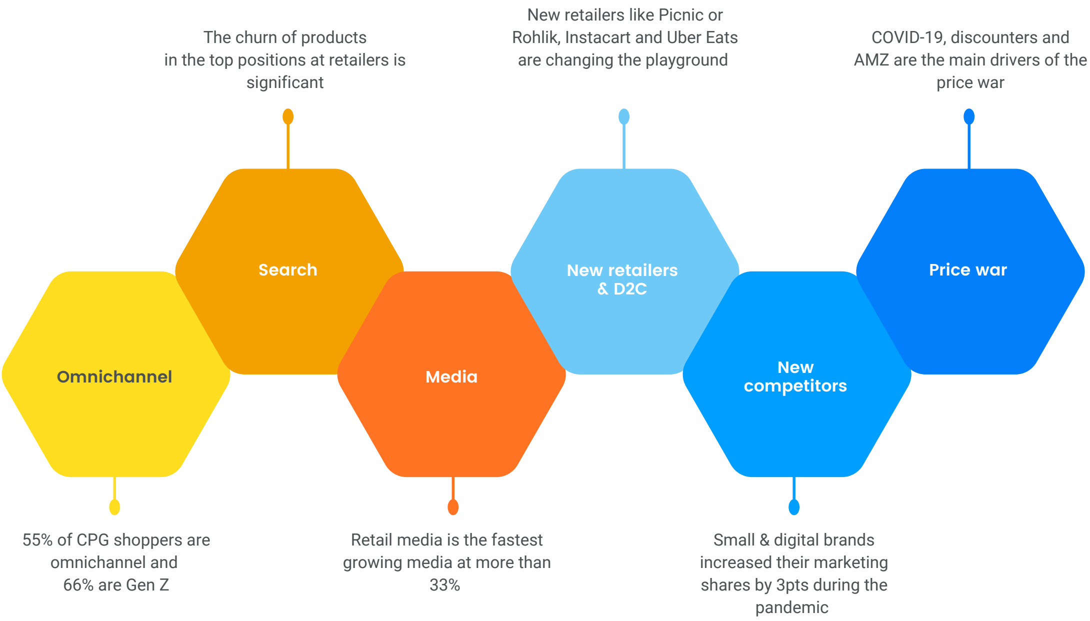
Delivery includes first- and third-party providers (e.g. Amazon Fresh, Albertsons, FreshDirect, Instacart, Shipt). Pickup includes in-store, curbside, lockers, and drive up.

Ship-to-home includes common (e.g. FedEx, UPS, USPS) and other parcel couriers.

Source : Brick Meets Click/Mercatus Grocery Shopping Survey, Jan 2021; Brick Meets Click Grocery Survey Nov, Aug, Jun, May, Apr and Mar 2020

A more complex and competitive environment is creating challenges and opportunities

The ecommerce landscape is changing very quickly, mainly driven by consumer behaviour but also by new levers and players.



Omnichannel: a multiplication of digital activity creating complexity and gaps

The discrepancies arise from the gap between ecommerce and the offline reality.

Local phenomenon like pricing negotiations with retailers and online execution inconsistencies are common. The causes for such gaps are numerous and need to be identified on a case-by-case basis (supply chain, local choices, human errors…).

Making the effort to resolve these gaps is crucial for brands, not just for pinpointing business drivers but for selecting the most efficient actions to address:

- **Fact-based materials to support upstream discussion with retailers**
- **Fact-based materials to support discussion with the retailers after specific operations**
- **Prioritization of the operational changes to enact at central, regional, or local levels**

Data that is collected from all points of online sales qualifies as fact-based materials and is very useful in negotiations and ongoing relationships with retailers. This kind of data can provide valuable information to retailers as well as brands. It is known as complete location-based data. Sample-based data is directional at best (data that suggests possible causes or trends) but because it is not fact-based it doesn't carry significant value.

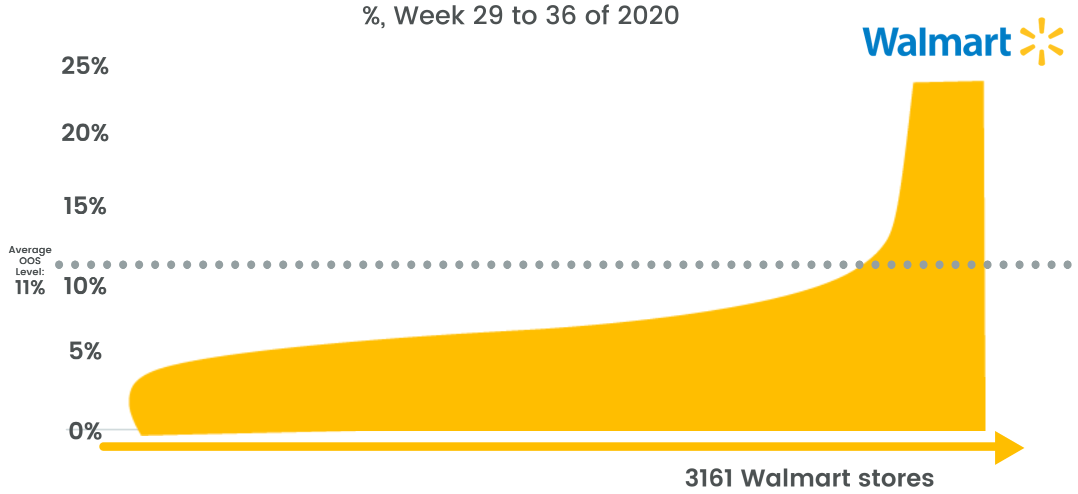
Accurate data is necessary to identify where and how discrepancies occur

Increasing complexity is creating gaps between negotiation and execution.

	Examples of gaps	Size of the gaps
Distribution	• Increase in out of stocks • Gaps in the distribution of blockbusters • Loss of share of assortment in some regions/stores	20% to 30%
Visibility	• Important differences in search among stores • Negotiated emedia activity not respected • Competitor emedia not tracked • Content not optimized	30% to 50%
Conversion	• Bad replication of promotions online • Decrease of the price under MAP in some stores/regions	15% to 25%

Average Out of Stock (OOS) Levels of Brand X products at Walmart's estores in the US

%, Week 29 to 36 of 2020



Source: Data Impact

Beyond the loss of revenue, these gaps represent a major risk for brands as availability and convenience are reason enough for shoppers to switch brands. The risk of losing brand loyalty extends to offline purchases.

The growing interrelation between offline and online should be distinguished from retailer's internal strategies or IT system integration.

- **Prices and promotions – for any given store, online and offline shoppers are the same. Most retailers made the choice to align online and offline pricing to allow for consistent purchasing behaviour**
- **Presence – online presence has a strong connection with offline availability in most store/local-based models. The offline distribution of bestsellers should correlate to an online presence**
- **Out of stock – like distribution, online OOS has an offline reality**

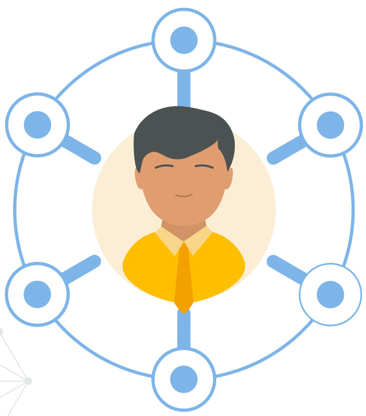
In the same way that not all brick-and-mortar stores have the exact same offering, online customers don't see the same products from one estore to another. In this omnichannel context, shoppers can't realistically have access to the same information across 10,000s of different stores' websites.

Besides, this online – offline entanglement has an impact on the "traditional" online KPIs. Brand's share of voice and performance depends on the visibility of their products and their competitors'.

For brands to correlate their digital flywheel with their ecommerce market share evolution, they need to answer the following questions:

- **What products did the consumer see while navigating online?**
- **Are my brands more visible than my competitors'?**
- **Were my products activated in the right way?**

Some KPIs aren't impacted by locally sourced information, such as product description page content, ratings, reviews, or image quality. For most retailers, these KPIs remain consistent at a national level.



On the contrary, many “naturally online” KPIs are influenced by store-based information, especially when analyzing the main drivers of online visibility. Here are two examples:

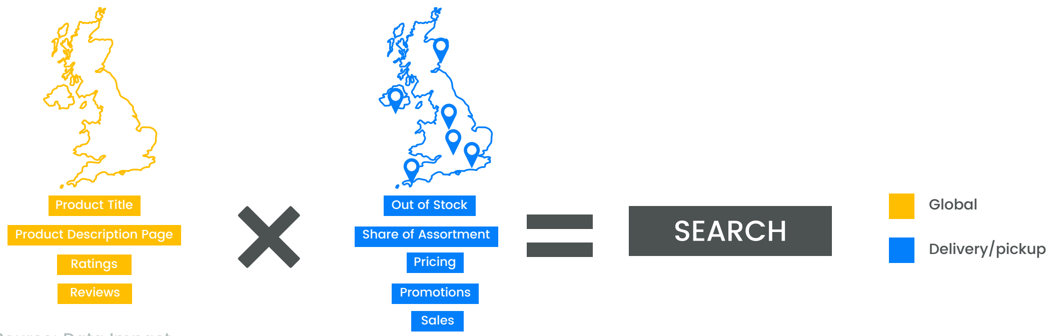
- **Search results: online availability of products differ from one store to another as they’re driven by product availability. Collecting data from a sample of stores would lead to biased understanding of visibility**
- **Taxonomy: similarly to search, visibility depends on a product’s positioning and its competitors’. As a product’s online availability differs from one shop to another, visibility needs to be analyzed extensively to correlate customer behaviour with sales**

To understand the consumer experience, it’s crucial to have a complete, store-based dataset.

Search visibility complex but key

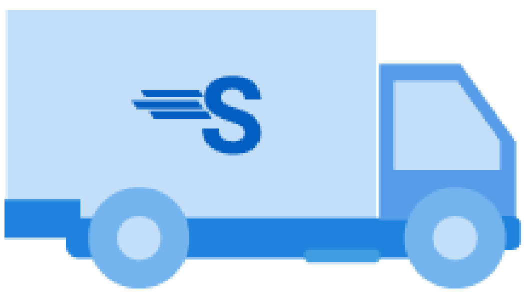
Retailers are constantly updating their algorithms, which affects search performance. Different retailers also have completely different algorithms, which further complicates the task of achieving good search results, and local factors such as availability, assortment, pricing, etc. are a factor in having good visibility.

A combination of global and local factors influence the search ranking of products.



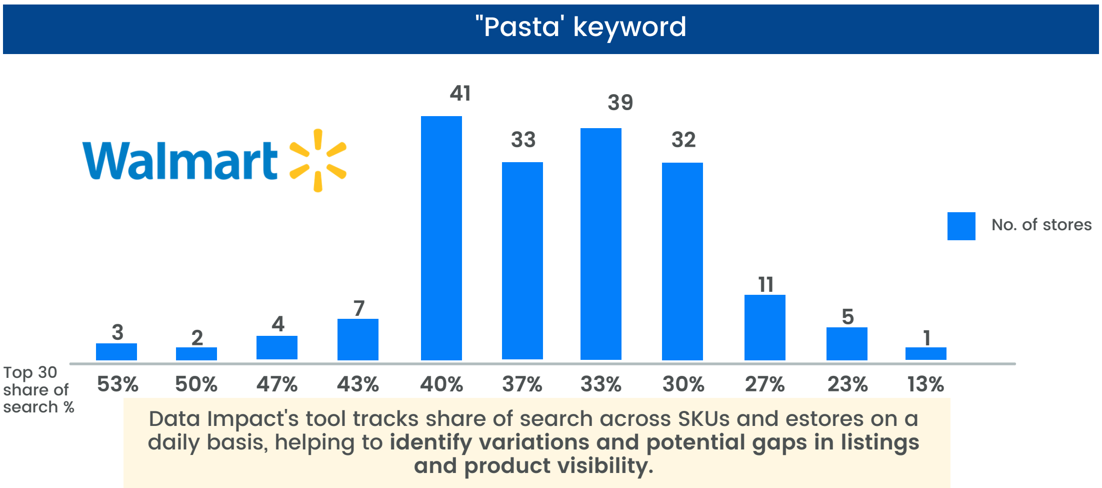
Source: Data Impact

A search KPI based on a sample of stores is incorrect. A complete, exhaustive dataset as opposed to a sample is crucial to take the right actions.



Pasta brand X share of search at US Walmart estores

No. of stores by share of search (Top 30), 20th September 2020



Source: Data Impact

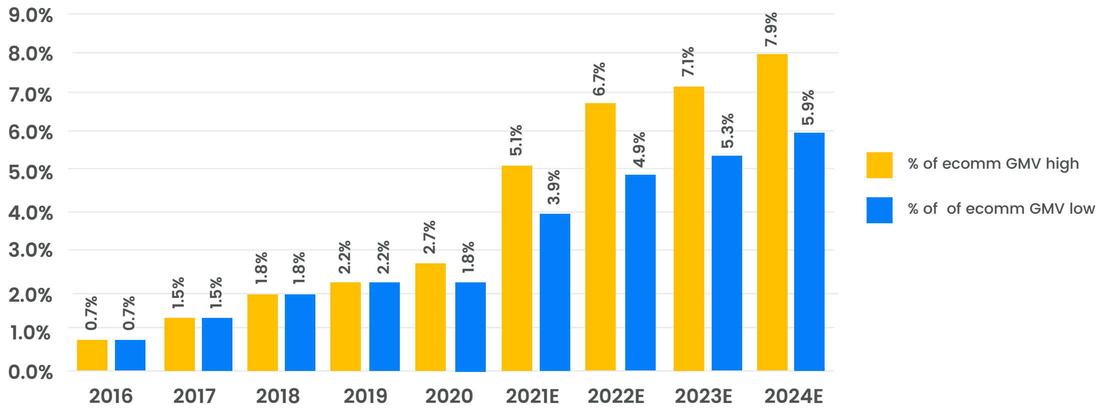
It is crucial to prioritize organic search optimization before paid search because the majority of shopper traffic is purpose-driven.

This constellation of factors acting upon search performance creates the need for data science for brands to remain competitive. Share of voice is becoming increasingly important and the retailer business model is evolving into a media business.

According to BCG, what is occurring in eretail media right now is a once in a generation $100 billion sea change as "...advertisers continue to reallocate their marketing dollars..." to grocery retailer's online stores. Retailer's sites are becoming emedia platforms where they can "...leverage either their direct relationship with the customer or their first party data from the customer to create customized audiences to target for its clients." Personalization holds enormous potential for all stakeholders.

CPG retail emedia is forecasted to account for 6-8% of ecommerce CPG GMV (gross sales) by 2024, a substantial uptick from pre-Covid levels

CPG retail media spend as a % of retailer CPG ecommerce gross sales



Source : WPP group, US Chamber of Commerce, IRI Worldwide, Goldman Sachs Global Investment Research

New players and channels disturb the market

Native ecommerce retailers see omni quite differently from historical ones. They have limited teams and their strategies are mainly focused on supply-chain scale and customer service. As a result, their assortment strategies are either super-wide or super-limited – which requires established brands to adapt their assortment strategy in an innovative way to ensure win-win negotiations.

The examples of PicNic (NL), Ocado (UK), Kolonial (NO) and Rohlik (CZ) in Europe, illustrate how pure players can go from being a challenger to a key player in just a few years. Investing in such rising stars at the right time can pay off.

Elsewhere, the ecommerce market is being driven by other significant pockets of growth such as rapid delivery. Pushed forward by the COVID-19 crisis, rapid delivery became a complex axis of opportunity for many brands.

Intelligent strategies are necessary to benefit from this growing addition to the market. Which brands should be visible on these platforms? Who should be targeted? Is there an opportunity to leverage online data for offline purposes?

Finally, brands are also trying to reach their customers more directly via numerous avenues - customer loyalty innovation programs, D2C, etc-- which all require investment, teams and time.

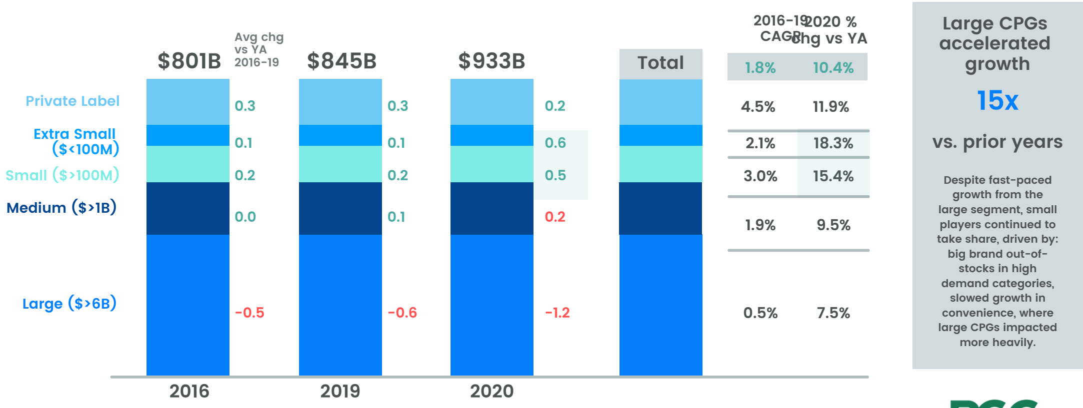
It's clear that what we consider as emerging channels today could be mainstream tomorrow, and early adopters will benefit from this boom if they invest at the right time in an agile way.

Challenger brands are making inroads

Digitally native, nimble, smaller brands capitalized on their ability to adapt to consumer trends and made incursions into older brand's territories.

Larger CPGs grew significantly, but still ceded share to smaller manufacturers.

% Share of CPG sales by manufacturer size / total U.S. MULO+C



Note: Large is $60+ in L52W, Medium $1-5.50. Small $100M-18 and Extra Small <$100M. MULO+C includes Grocery,
Mass, Club, Convenience, Drug, Dollar and e-Commerce for Pickup & Delivery from Brick & Mortar stores
Source: IRI POS Data MULO+C. IRI & BCG Analysis

Up and coming CPG brands represent the most important ecommerce threat for global CPG leaders. As digital natives, most of these new players were already disrupting online channels and gaining market share but, in this new era they are also disrupting offline channels by using online data in an agile, omnichannel way.

> *IN 2020, THE CPG INDUSTRY GREW 10.3%, WITH SMALLER MANUFACTURERS (INCLUDING PLAYERS WITH ANNUAL MEASURED CHANNEL SALES OF LESS THAN $1 BILLION) COLLECTIVELY CAPTURING NEARLY ONE-THIRD OF THAT GROWTH, AND PRIVATE LABEL PRODUCTS ACCOUNTING FOR ROUGHLY 18% OF GROWTH." - IRI*

Online as a natural ecosystem

Even before the pandemic, small brands regarded online as a natural priority market, for several reasons. Foremost, online retail breaks the market barrier of traditional CPG distribution. Heavy investments in supply chain, marketing and people aren't required. Pure players such as Amazon or Alibaba were efficient laboratories for small brands to test and learn, adjust their marketing, organization and production cycle. For such brands to have prioritized the traditional brick and mortar channel would have been much more costly in terms of investment needed and negotiation processes.

The success of the pure players enabled these brands to build brand awareness.

Second, most of these growing brands are digital native. They built their strategy of communication on social networks and new media, with messages and product value propositions aligned with millennials or high-income earners who are key online shoppers. They also have smaller, more focused assortments which are sometimes locally sourced and therefore better distributed.

Even though small and medium brands faced supply chain issues during the COVID crisis, their niche approach appeals to their ecommerce targets.

Online consumer behavior trends

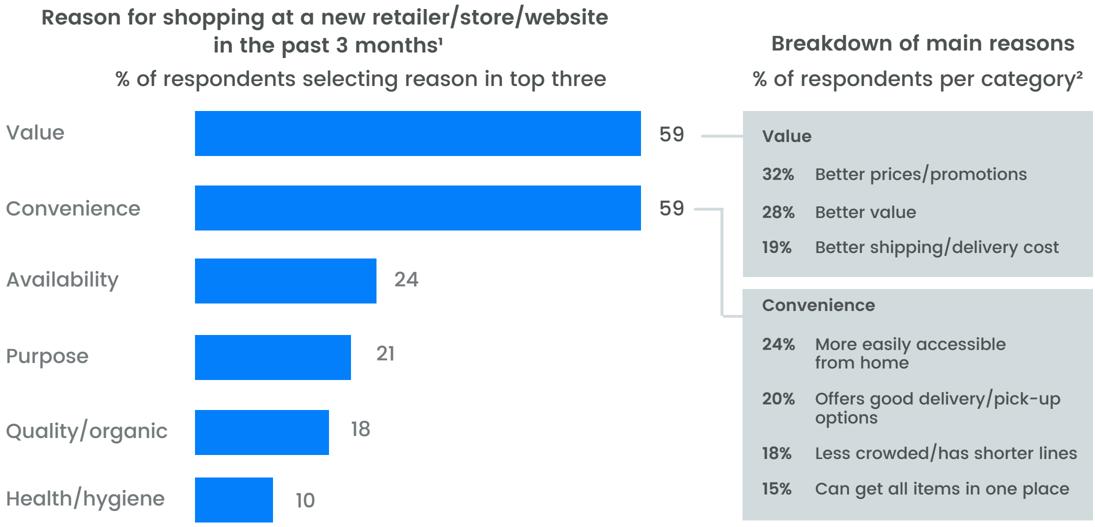
Even before the pandemic, several studies showed that online shoppers are more volatile and less loyal to their historical brands. In 2019, a study conducted by Bain and Kantar demonstrated this with gaps between online and offline shoppers in China.

Online shoppers' lack of loyalty combined with a more fragmented digital offering supported the growth of small and medium-sized brands. In a post-pandemic scenario, agile, growing brands will benefit from this online shift.

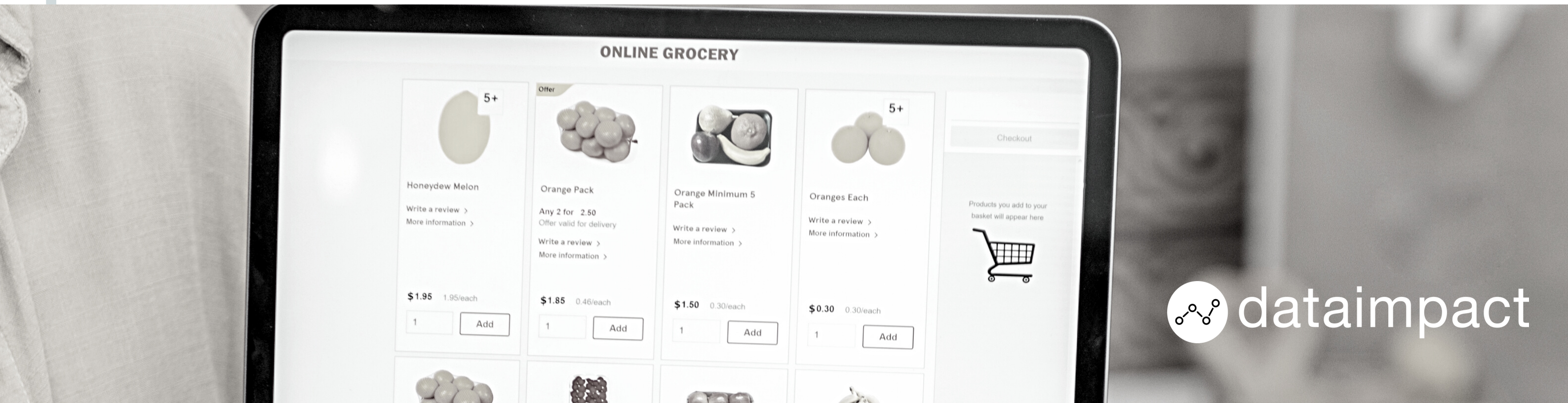
Post crisis, value is key

**Value remains decisive for purchase choices.
Strategic and targeted promotional execution is needed to capitalize on this desire and retailers can benefit from local strategies to protect their margins.**

Nearly 60 percent of consumers cite value and convenience as drivers for trying new retailers.



[1]Question: For respondents who mentioned they've shopped from a new retailer/store/website since the coronavirus (COVID-19) situation started: What was the main reason you decided to try this new retailer/store/website? Select up to 3.
[2]Figures may not sum to 100%, because of rounding: figures are not exclusive.
Source: McKinsey & Company COVID-19 Europe Consumer Pulse Survey 11/9-11/16/2020, n=5,232 (Italy, France, Germany, Spain, UK) sampled and weighted to match European general population 18+ years



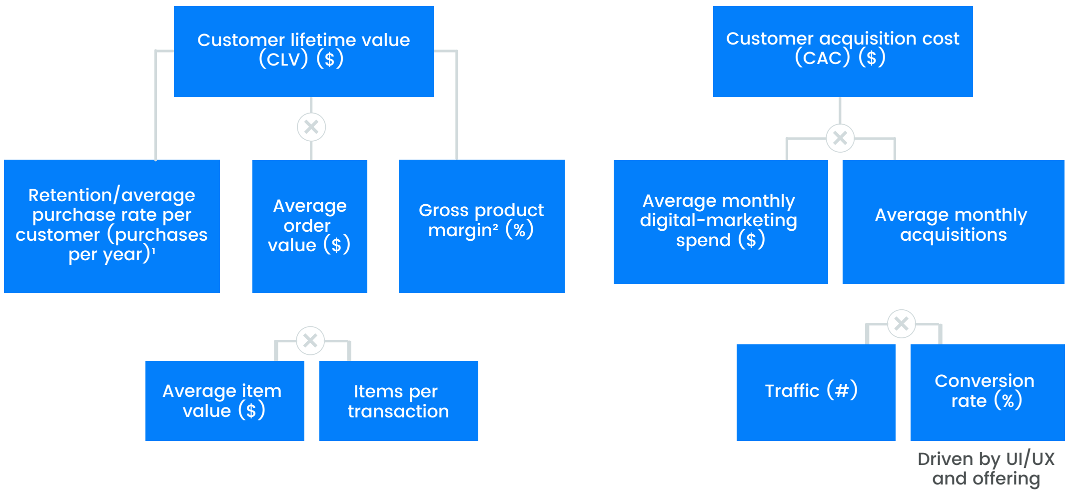
Direct to consumer

DTC is seen as the holy grail of ecommerce by some manufacturers for a number of reasons. These include the potential for customer loyalty, the value and richness of first-person data it can generate, community building, and the usefulness of direct customer feedback for product innovation and brand-building. The seamless customer experience and brand differentiation that brands can own through this channel translates to significant ongoing potential sales.

Good direct-to-consumer economics target customer lifetime value at double the customer acquisition cost.

Illustrative theory of value creation:

Customer lifetime value - Customer acquisition cost= value creation



A successful business build should reach a CLV-to-CAC ration 2.1 before scaling

[1] Most common to look at 12 months, but definition can go beyond 12 months ("lifetime").
[2] Accounts for shipping costs and transaction costs.
Source: McKinsey & Company

Impacts of the omnichannel shift on manufacturers

International manufacturers have acknowledged that ecommerce is currently the major driver of their growth. Even though the egrocery tipping point has been reached, the future holds many possibilities. The sector will undoubtedly attract new investments. Innovative concepts will continue to emerge, attempting to overcome the current gaps in profitability and customer services. Many concepts will fail but others will win and define future standards of CPG ecommerce.

During this period of effervescence, brands will have to ensure they are as responsive as possible. They require the right tools to benefit from the growth while keeping an eye on, and investing in, disrupting technologies.

Internal organization

What is the ideal scope of an ecommerce team? Their key responsibilities go far beyond optimizing sales in digital channels. They must be able to identify strategic opportunities and evangelize internally as well as generating profits online.

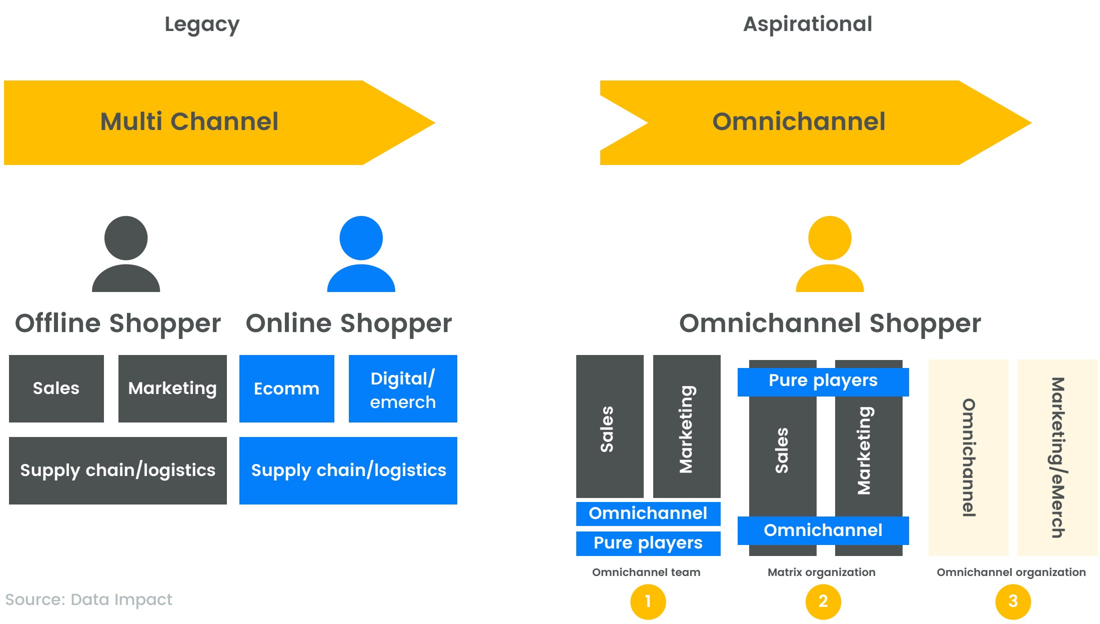
Their priorities should include:

- **Convincing management of the pivotal role of the ecommerce channel and guiding the company's strategy**
- **Optimizing ecommerce revenue**
- **Using the appropriate tools and technologies to digitize the correct business processes and channels**
- **Transform culture and ways of working in depth, including adding staff or equipping teams with appropriate skill sets and tech training**

These tasks can be clustered into different actions and rolled out progressively, depending on the maturity level of the company.

Breaking down silos between online and offline and between marketing and sales teams helps to improve omnichannel performance.

Structuring your organization the right way is key.



Source: Data Impact

Whatever organizational structure is enacted, governance is necessary to define roles and workflows. A test and learn approach is useful for this, as opposed to a strict structure.

Processes and tools

Best-in-class analytic tools are a manufacturer's most effective ally in the omnichannel environment. Beyond setting up an ecommerce or omnichannel team, it is key for manufacturers to employ an analytics tool that matches their current and future challenges.

Setting up this type of tech can take time and requires educating, training, and supporting all internal stakeholders. The choice of the solution will have an impact on the scope of actions and the credibility of the ecommerce teams.

Therefore, it's essential to precisely define expected results in the short and medium terms while anticipating market shifts and incorporating them into analytics.

Reliable analytics cover an exhaustive scope that includes all desired KPIs and retailer information. It's important to ensure from the outset that the provider can provide all relevant metrics, even if not all of them will be activated immediately.

For the midterm, manufacturers need to cover all the KPIs in the ecommerce capability flywheel to be competitive. This requires more than just digital shelf analytics.

The capabilities can be grouped into 4 main groups:

- **Availability: preventing OOS and ensuring reliable distribution. Store-by-store data collection is necessary for this**
- **Visibility: search, taxonomy and share of voice need to be tracked closely, in addition to competitor activity**
- **Digital shelf: properly managing ratings and reviews, price and promotions, and content is key to increasing conversion**
- **Assortment tracking: this allows brands to identify product trend opportunities and enhance retailer negotiations**

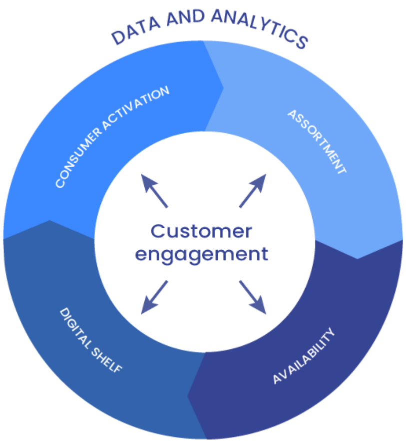
Ecommerce capability flywheel

Consumer Activation

- Monitoring of activations is a must to protect ROI
- Visibility is needed to take decisions
- Ensure execution is neat

Digital Shelf

- Simple monitoring is insufficient
- The digital shelf can play an active role in enhancing visibility



Assortment

- Gaps need to be localized
- Fosters a good (better) collaboration with retailers
- Facilitates understanding of category trends and components

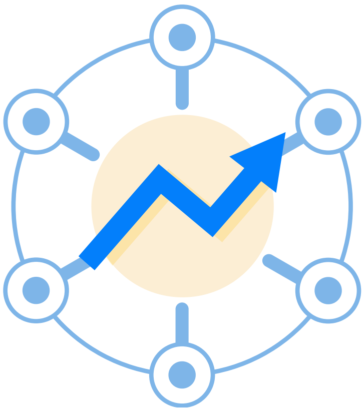
Availability

- Requires precision and exhaustivity, no directional data permitted
- Impact on visibility, consumer activations and digital shelf
- Monitoring requires high level view but execution requires granularity

Source: BCG Analytics

Data and analytics are essential in today's ecommerce environment. Analytics limit the workload of manufacturers significantly and allow them to innovate more effectively by being connected, on a daily basis, to consumer trends and competitive activations. However, in addition to being actionable, the quality of the analysis is paramount. Only robust data taken from all online stores and warehouses can render a reliable analysis. Brands must inform themselves as to the nature of the data they're using. Sample-based data is not trustworthy because it produces false metrics.

CONCLUSION



OMNICHANNEL: AN OPPORTUNITY TO SEIZE

It's clear that the omni reality is here to stay. It's global, and in the most mature ecommerce markets it persists and evolves. The store-based system is also proving to be of great value to retailers and will remain so for the foreseeable future. The large amounts of data the online market is generating represents a rich opportunity for brands in that it can offer valuable insights if analyzed correctly.

Our next whitepaper will address the organizational changes manufacturers need to make internally to adapt to omnichannel, and the following paper will discuss analytics.

Thank you very much for taking the time to read this report and please keep an eye out for the next one.

Warmly,

The Data Impact team

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"Working with Data Impact allows us to have relevant and comprehensive indicators for a growing feedback loop. The all-in-one tool allows us to analyze all marketing, business and category management indicators across the channel, globally and up to the point of sale, by making KPIs available to our sales teams."

Heineken

Marion Hyernard, Category Manager, eCommerce
Heineken

dataimpact

Data Impact is a digital commerce accelerator for CPG brands. Our data analytics allow our clients to optimize their digital shelf and boost sales with granular, actionable insights.

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"Data Impact's decision making tool addresses our omnichannel needs. They ensure that the data from every online point of sales is collected, cleaned and retrieved easily through their tool."

PEPSICO

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