



Unpacking the E-Commerce Strategies of Kenvue, Nestlé and Unilever

July 2023

INTRODUCTION

Scope

About the data used in this report

Key takeaways

WHY COMPANIES NEED TO RETHINK E-COMMERCE STRATEGIES

Post-pandemic e-commerce growth rates have normalised

Retailers and brands need to refine e-commerce strategies to grow in the new landscape

SPOTLIGHT: NESTLÉ SA

Nestlé's online fmcc success spotlights winning categories

A strong diversification of channels is key to Nestlé's e-commerce strategy

Nestlé uses marketplaces for portfolio distribution across the globe

Seasonality and retailer strategies impact shifts in channel preference

Pet care is the star in Nestlé's online portfolio

Purina's e-commerce success contributes to Nestlé's leadership in online pet care

Nespresso's direct-to-consumer strategy strengthens brand equity

Grocery specialists remain key partners for Nestlé in online packaged food sales

Finding new sources of growth for ambitious e-commerce goals

Room for growth in new focus markets and strengthening competitive position in categories

What's next?

SPOTLIGHT: KENVUE (FORMERLY JOHNSON & JOHNSON)

Kenvue extends online channel across a diversified product range

Strength in the OTC segment reinforces Kenvue's position online

Amazon offers the wider reach for Kenvue's product portfolio

Walgreens is the leading online healthcare product retailer for Kenvue

Leading the way online, Neutrogena is the dominant brand for Kenvue

Kenvue banks on beauty and personal care products in most markets

Finding opportunity online through effective pricing in a challenged OTC market

Investing in telehealth start-ups to create new online channels

Strategic spin-off and a digital first approach to support product and brand innovation

What's next?

SPOTLIGHT: UNILEVER

Digital commerce is key to Unilever's strategic growth plans

Unilever's e-commerce channel mix sees prominence of grocery retailers and marketplaces

While generalists dominate as retail partners, market nuances determine category mix

Strong portfolio in beauty and personal care backs Unilever's e-commerce performance

With strong digital marketing and brand trust, Dove leads Unilever's brand portfolio

Unilever's on-demand delivery division aims to meet the delivery needs of Generation Now

Investing in digital native brands drives new growth as Unilever pivots portfolios

Unilever aims to optimise packaging for e-commerce

Shift in seasonal consumption and inflationary challenges is a balancing act

What's next?

CONCLUSION

Key takeaways

What will it take to win?

Watch industry experts debate the future trajectory of e-commerce

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