

MOMA!

How a healthy little upstart
beat the big bad breakfast
titans.

MOMA!

THE BEST BREAKFAST

Category

Packaging

Sub Category

4.1 Packaging - Branded Food

Client

MOMA!

Design consultancy

Pearlfisher

Date

July 2011

Executive summary

In a country where most of us eat breakfast at home to save money, and a takeaway treat means a coffee and croissant, it seemed there was little room for a super healthy, on-the-go alternative with a premium price tag.

You may know MOMA from their stalls in stations such as Waterloo and Victoria. However, MOMA founder Tom Mercer had a big ambition, and stalls aside, MOMA knew that to really grow the brand they needed to increase their distribution within other retailers and increase wholesale sales. So when Tom approached Pearlfisher for a redesign, his business depended on it. Pearlfisher saw a great product in the delicious bircher museli and yoghurt super breakfast but knew it would take a lot more to get wholesalers interested.

So Pearlfisher redesigned MOMA to stand up, toughen up and get noticed – cutting straight through the morning haze of other idyllic breakfast brands.

Pearlfisher turned the passion at the heart of the brand into an urgent call to action, inspired by the power and language of political campaigns.

Almost overnight, MOMA became a force to be reckoned with, both on-the-go and at breakfast tables up and down the country. Wholesale sales rocketed and from a handful of stalls in London train stations, MOMA now stands proud on the shelves of hundreds of major outlets across the UK.

This healthy little upstart with an impressive price tag has even won its way into people's homes, stealing ground from "budget" breakfast favourites like yoghurt, cereal and toast.

Amazing what happens when you speak up for what you stand for.

Word Count: 265

Wholesale sales increased from

**£0.5M to
£1.5M**

In the 13 months following the redesign



Wholesale value and
volume grown by

200%



Executive summary cont.

“ This product and brand is unique!
There is no comparison. You have
exceeded our targets by 3x.”

Pem Hulusi, Dairy buyer, Selfridges.

“ We would have struggled to
get the new listings, or to have
been successful in the new
outlets before the new design.”

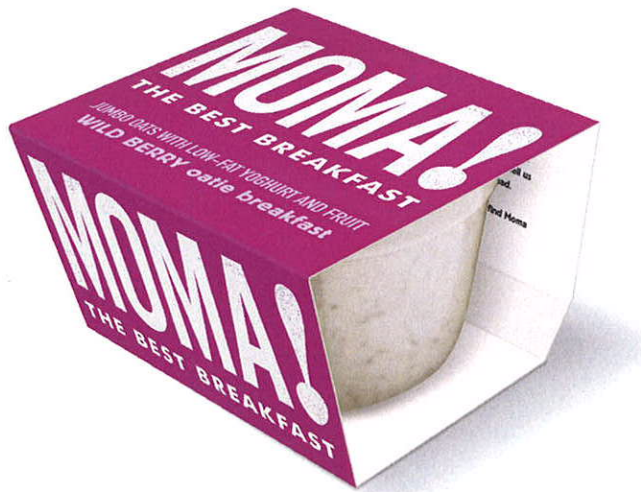
Tom Mercer, MOMA

“ I feel very confident in saying that the design
played a VERY significant part in the success.
We always had a great product – but now the
design communicates this.”

Tom Mercer, MOMA

MOMA recouped its investment in design in gross margin

profit terms within an amazing **6 months!**



Project overview

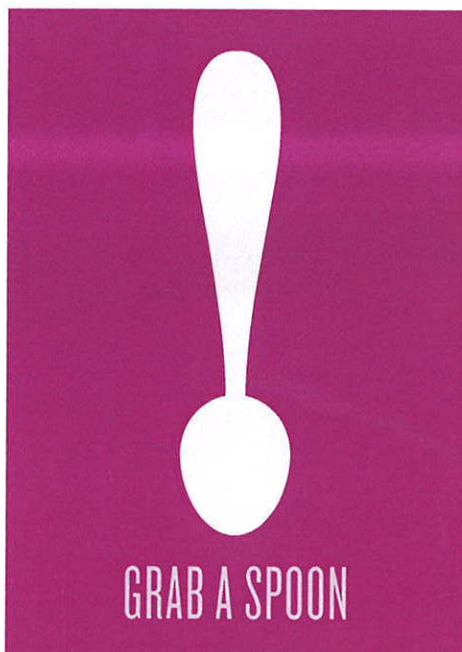
Outline of the project brief

To redesign the identity and packaging design for MOMA and communicate the MOMA wonder breakfasts through a clear and differentiated brand, catapulting the perfect on-the-go breakfast into the limelight.

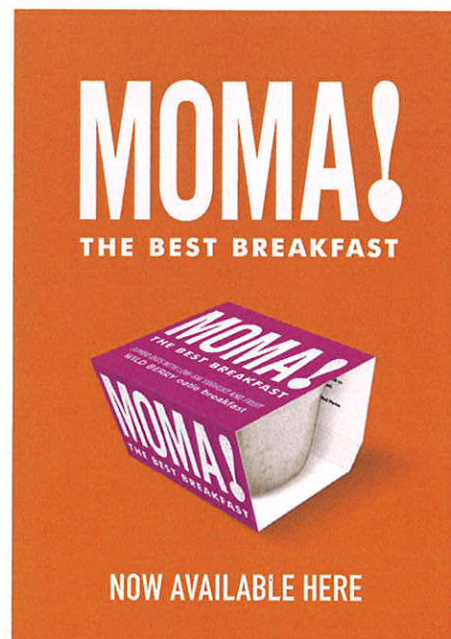


Business and marketing objectives:

- Increase wholesale sales
- Increase distribution and turn a niche start-up into a recognised brand
- Give a great product the traction it deserves
- Give MOMA a stronger and more cohesive personality
- Communicate why MOMA is the 'best breakfast'
- Get the MOMA team excited about the brand
- Achieve shelf standout
- Keep the business alive



Project overview cont.



Description

MOMA was launched in 2006 as a range of delicious, energizing, on-the-go breakfasts made with muesli, fruit and yoghurt.

It was a small brand with a big ambition: to challenge a deeply entrenched national habit of settling for less at breakfast time.

With the zeal of the convert, the MOMA team set about to win people over from their coffee and croissant fix, to the most wholesome and nutritious breakfast possible.

MOMA previously had a brand design depicting lovely soft sun rays, cows and green pleasant landscapes – appealing and idyllic, but failing to grab the attention of commuters.

MOMA had set out with an amazing product and a single-minded dream but had lost its focus along the way.

MOMA approached Pearlfisher for a redesign and with no other marketing activity, the brand's survival depended on it. A tall order for a new pack.

Project overview cont.

Overview of market

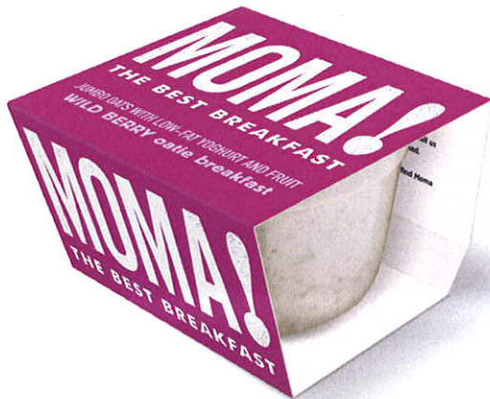
Changing the morning routine of a nation was a mammoth challenge. When it comes to breakfast, the British consumer is a creature of habit.

The breakfast market is huge, ranging from at-home options like cereal and toast, to out-of-home alternatives like coffee and croissants.

Mintel states: "Almost half of all consumers agreed that they ate breakfast at home more often in order to save money, with this rising to 59% among 16-24s. This suggests that eating breakfast out of the home is viewed as a luxury or at least something that can easily be cut back on."

And there were even more obstacles along the way:

- MOMA was a totally new product on the market which made the trialling of it by consumers and wholesalers alike incredibly hard
- MOMA's price point is significantly higher than other products that appear to be similar, for example yoghurt. Therefore the superior qualities of MOMA had to be highlighted
- The brand was unknown, unexciting and uncommunicative

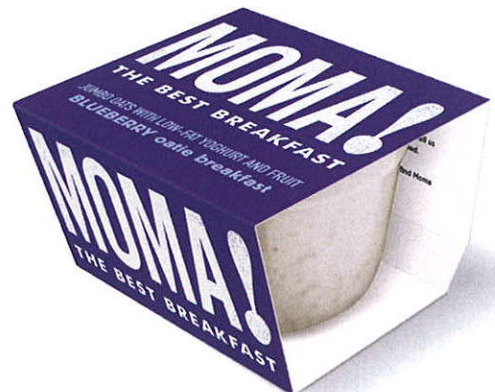
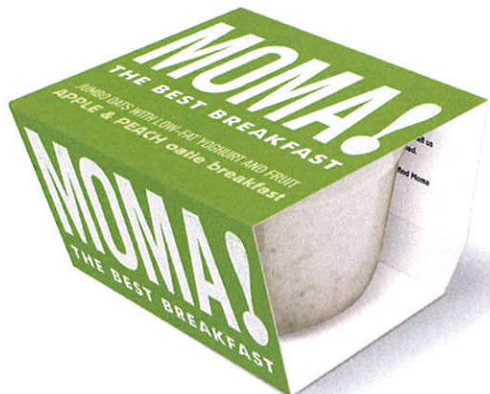


Project launch date

May 2010

Size of design budget

£40,000



Project overview cont.

Outline of design solution

! **Cutting through
the morning haze**

! **Stand up
and get noticed**

! **Wake up
and pay attention**

! **Tougher, Bolder,
Stronger**

Pearlfisher's job was clear: to remind the team why they started MOMA in the first place... to capture that passion – and make the brand live and breathe it.

If MOMA was serious about being a force for change they needed to act like it in everything they do. MOMA needed to harden up and start talking tough.

In the harsh reality of morning there was no room for dreamy morning idylls. People want a tasty, filling breakfast – fast. And they're happy with their breakfast as it stands.

So Pearlfisher created a design to make MOMA stand up and get noticed. Bold, direct and immediate, the new design was inspired by the kind of passion that drives political campaigns. A design with the power and conviction to break new ground and change the way people start their day.

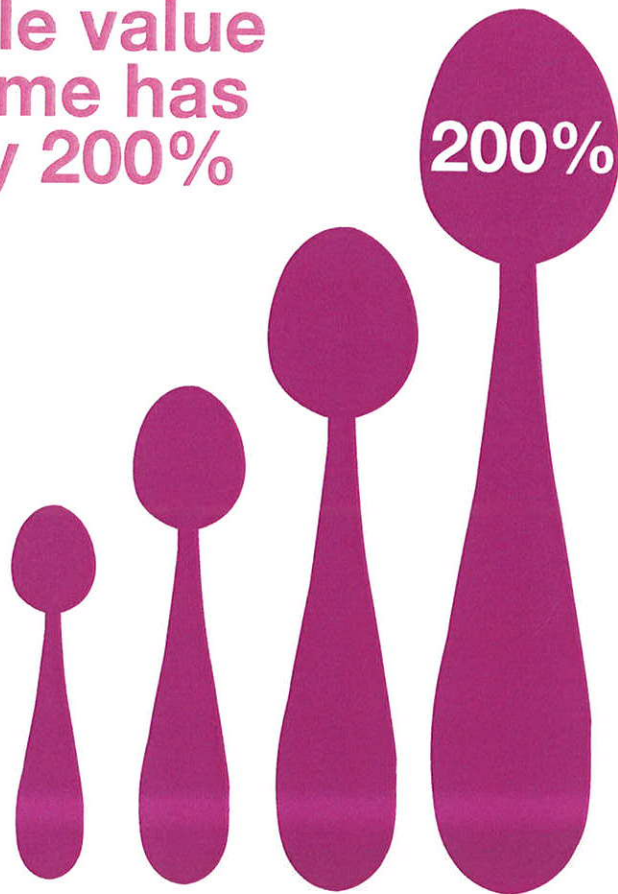
Foodie colours cue taste and naturalness, while deliberately bold typography and no-nonsense language suggest a wake-you-up call to action. The new design upped the stakes from “good morning” to breakfast revolution.

Summary of results

Wholesale sales increased from
**£0.5M to
£1.5M**



Wholesale value
and volume has
grown by **200%**



Overall business growth **from £1M to
£2M**

(within the 13 months
following the re-design)

Summary of results cont.

Distribution increase

At the time MOMA's big customers of note were: Waitrose, Ocado and Virgin.

Now MOMA has listings in Tesco, Sainsburys, Coop, Booths, Boots, British Airways, Budgens, Londis, Nisa and more!

The new British Airways listing is worth approximately £200,000 annualised turnover

MOMA now plans on **DOUBLING** the number of its new customers year on year.

"The re-design gave us the stand out and character that helped achieve those listings" Tom Mercer

Just before the new design launched in May 2010 weekly sales averaged at £10,000 per week.

11 months after the re-design in April 2011 sales were averaging at £24,000 per week. An increase of 140%!



140%


A couple of months on.... and June 2011 sales are even higher, with an average of £30,000 per week!



£30,000
sales per week

or if we look at it another way...

MOMA is selling 300% more now than they were prior to the new design launching in May 2010



300%

Summary of results cont.

“Breakfast generally is getting a lot more ‘air time’ with retailers and with research groups. And I believe we’re one of the driving forces behind that.”

Tom Mercer, MOMA

MOMA recouped its investment in design in gross margin

profit terms within an amazing **6 months!**
(This is after all overheads and profits were re-couped)

MOMA is continuing to grow, with an exciting range of NPD projects in the pipeline.

Summary of results cont.

Other influencing factors

The only other factor that might have made a positive difference to MOMA was that the product has increased shelf life from 8 to 10 days. MOMA did no advertising and the investment in PR has remained consistent before and after the design.

Prior to the re-design, MOMA did more sampling and following the re-design it has been harder to maintain the level of sampling that the team did, because the number of customers has grown. Therefore there is much more reliance placed on the packaging and brand.

Research resources



All data resource has come from client internal sales records and Mintel.