



# PORRIDGE

**Industry Sector**

Consumer Goods/Food & Beverage/Food Producers/Food Products

**Client Company**

MOMA

**Design Consultancy**

BrandOpus

**Submission Date**

June 2016

**For publication**



# OUTLINE OF PROJECT BRIEF

(633/850 words)

Tom Mercer, founder of MOMA realised that there were too many commuters succumbing to the 'coffee - croissant' routine without a healthy and filling breakfast alternative. Having started the brand in 2006, MOMA revolutionised the healthy breakfast market. Almost a decade after launch, a shift from the original sales outlets in bustling commuter train stations towards retail sales necessitated a change in strategy to create an engaging and distinctive design on shelf.

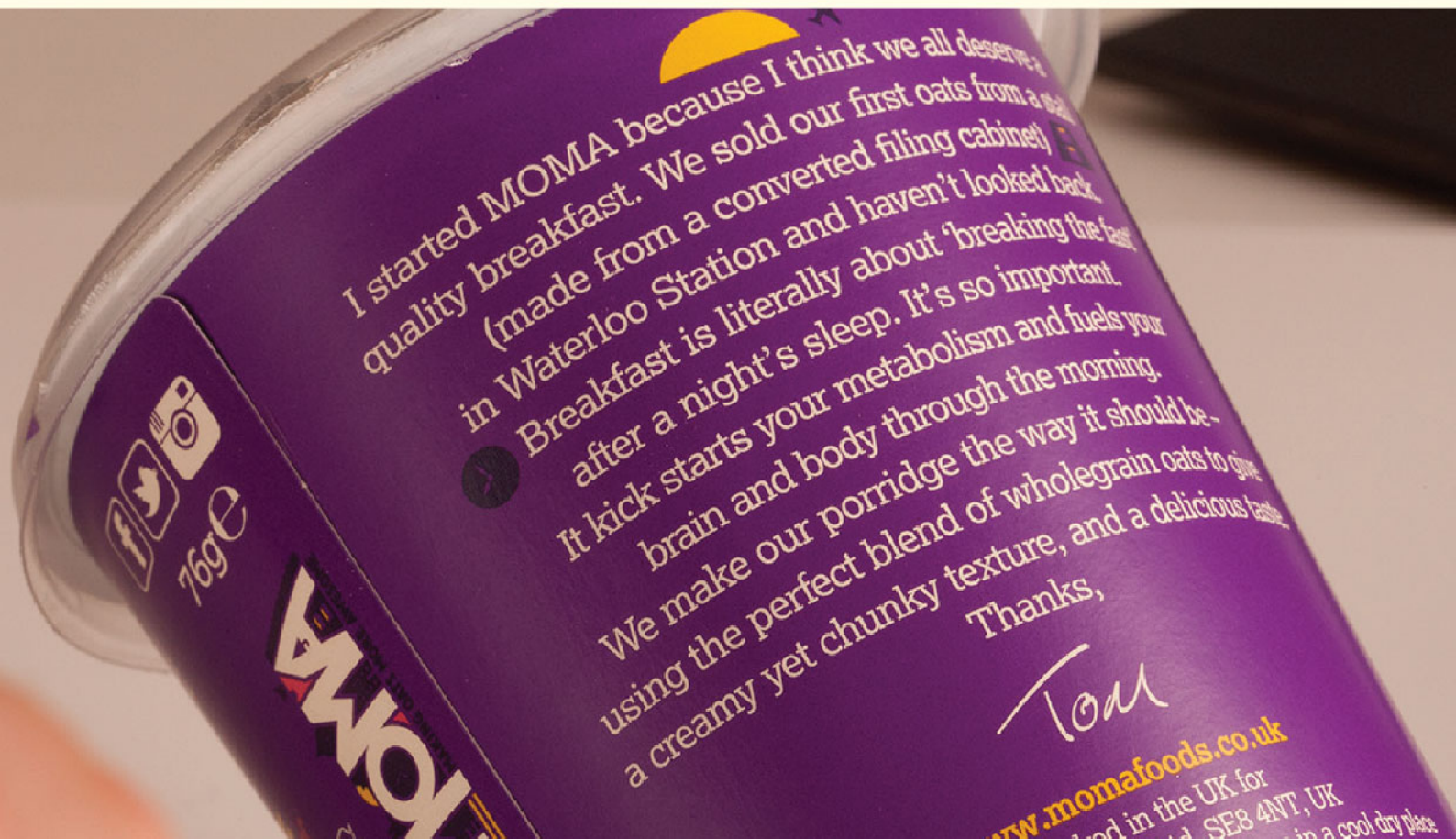
## The brief was to:

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- Increase supermarket sales with a new pack design
- Support and grow sales
- Create an ownable and unique brand and packaging design, supporting a growing portfolio of products

Despite 3 iterations of pack designs, the brand was still slow at growing and there was a need to eliminate brand architecture and hierarchy inconsistencies. It was at this point that BrandOpus partnered with MOMA.

The new identity would need to effectively segment the various ranges, some of which were traditionally 'on-the-go', but also clearly define the 'porridge' range as a 'take home' option for traditional retail purchase.



# DESCRIPTION

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Tom Mercer founded MOMA back in 2006, frustrated with the same old unhealthy breakfast and wanting to offer an alternative to the busy commuter.

An authentic start-up story, Tom headed to Waterloo Station armed only with an old water bottle filled with samples of original Oatie Shake, but following much hard work (along with being unceremoniously thrown out of Charing Cross Railway Station), the first MOMA product was sold in 2006 from a stall in Waterloo Station.

Over time, the business outgrew its stalls around London and expanded its ambitions to retail.

In 2015, nearly 10 years since launch, **it became evident there was a need for a new look**. MOMA was being sold across the UK in supermarkets, offices, airlines and on the high street; however, it was facing a challenge of getting real traction in competitive retail environments.

BrandOpus **sought to drive meaning in the narrative of the brand**, both visually through a new brand identity and through **creating a story behind the name**, which had previously had no identifiable meaning.

BrandOpus came up with the fresh, new, city inspired brand to mark the occasion and help MOMA stand out on shelf. Porridge, in particular, was a very competitive market with larger competitors dominating the retail shelves, it was **vital to connect with consumers** at point of purchase.



**BrandOpus came up with the fresh, new, city inspired brand to mark the occasion.**



# OVERVIEW OF MARKET

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MOMA is part of the breakfast market, offering both traditional on-the-go products and take-home porridge sachets.

Traditional breakfast cereals have been facing a decline, both in consumption levels and due to price wars, with the overall market down 2.4% at the end of 2015, and sales of ready-to-eat cereals brands down a combined £52.6m [IRI 52 w/e 5 December 2015].

However; porridge has been gaining from the loss of traditional cereals, with consumers moving towards more practical, portable products 'including cereal/porridge pots and yoghurts', according to Euromonitor.

Although resilient, hot cereals is an 'increasingly crowded sector' and brands really do need to stand out to gain traction [IRI 52 w/e 5 December 2015], with the market currently dominated by large players like Quaker, Scotts and Jordan's.

MOMA was encountering this lack of distinctiveness with its porridge packaging. Being hard to find on shelf was a particular challenge for MOMA as a relatively new entrant to the porridge category, which contributed to the need for a rebrand.

Having previously focused on purely on-the-go variants such as Bircher Museli and Oatie Shakes, MOMA launched its first multi-pack, single serve porridge pots in 2012, eventually offering it in a box with sachets in 2014 as it was doing so well.



**Project Launch Date**

**1st April 2015**



**Size of Design Budget  
and Production Costs**

**The design budget was £32,000,  
including brand guidelines**



# OUTLINE OF DESIGN SOLUTION CONT.

The new identity delivers the idea of a 'jam packed city', reflective of the filling breakfast that MOMA delivers, the brand's London heritage, and their on-the-go, busy consumers. Through the creation of the new identity, BrandOpus **reflected the brand's proposition** of a healthy, tasting, filling and convenient morning offering.

The city style illustrations reinforce the idea of 'jam packed' for both product (crammed with healthy ingredients), and the journey of the urban commuter. The city elements also **tell specific stories about MOMA's London heritage**, for example the Deptford railway arches, where the very first MOMA breakfasts were handmade fresh in the early hours of each morning.

The MOMA word mark is always cream, delivering a brand block at shelf, with coloured illustrations and the new ownable strapline of 'Making Oats More Awesome', which MOMA has adopted across all of its comms.

The new look hit the shelves of retailers including Waitrose, Ocado, J Sainsbury, Boots, Tesco, WH Smiths Travel and Booths from April 1st 2015.

**“MOMA’s redesign looks great, and has gone down so well with our shoppers. We’ve even seen double digit growth in our base sales.”**

Cereal Buyer at Waitrose



# RESULTS

Consumers can now engage with the brand on shelf and find their favourite MOMA breakfast quickly and easily. The redesign is set to increase their supermarket listings, drive awareness, and support the ever-expanding portfolio. Growth is seen across the following, as linked to the brief objectives:

## 1 Increased supermarket sales with a new pack design

The rebrand has resulted in increased listings for MOMA, particularly in leading supermarkets, which was key to the strategic growth of the brand.



As part of the rebrand, Sainsbury's stocked MOMA porridge in both pots and boxes in the cereal aisle and in select front of store- a major achievement for the brand.

According to data from Sainsbury's sales, MOMA porridge adds value to the shelf with the highest average price as well as the highest repeat rate vs. competitors.

The increase in retailer listings has been a big success for MOMA and has helped them to continue with its ambitious expansion plans.

**“36% of MOMA sales are incremental to the hot cereals category.”**  
Sainsbury's Buyer

## 2 Support and sustain sales and market share

There has been a marked increase in percentage **growth in overall sales** post design, across all ranges.



# RESULTS CONT.

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## Improved conversion rates

One of the specific aims of the redesign was to increase sales in MOMA's supermarket listings, as MOMA porridge was still a relatively new competitor in the crowded supermarket shelves.

Demonstrating success off promotion is key with a new brand and product as this demonstrates customer loyalty and brand longevity, rather than sales being purely driven by price promotion.

Retailer feedback obtained from Sainsbury's sales reveals MOMA is adding value to the category:

- MOMA porridge pots have the highest repeat rate vs. its competitors
- MOMA is the best performing brand amongst 'Healthy
- Shoppers' 36% of MOMA sales are incremental to the hot cereals category

## 3 Create an ownable and unique brand and packaging design, supporting a growing portfolio of products

Following the redesign, **brand awareness of MOMA has risen by 15% to 24%** in London and the South East.

MOMA is officially the most talked about porridge brand on social media in the UK [Meltwater 2016], without substantial investment in social media campaigns.

The clarity of the new brand identity and clearly distinct ranges has more easily **enabled range extension**, with customers finding navigation between the ranges easier.

The introduction of a range of colours (replacing the single colour design), allows for easier navigation, particularly within the more premium ranges, such as Bircher Museli Dry Mix.



**36%** of MOMA sales are incremental to the category



# OTHER INFLUENCING FACTORS

Following the success of the rebrand, MOMA launched its first outdoor advertising campaign across 7 London train stations in order to further raise the profile of its porridge and museli.

The £100k campaign aimed to further drive growth following the recent distribution increase by 25%, including an additional 200 Boots and 150 Sainsbury's to its roster. Whilst this advertising spend is large for a small brand, it does not compare to spend of rival Quaker Oats, which in 2014 spent \$17m (£12.14m) on ATL advertising across its portfolio (including granola bars) according to Kantar data, with spend in 2015 'in line with previous campaigns'\*.

MOMA ATL campaign details:

Campaign 1: Bircher Muesli focus, April & May 2015 – 8 weeks, 750 4 sheets on the London Underground (10% coverage), social media ads and lifestyle magazine print ads, sampling at tube stations

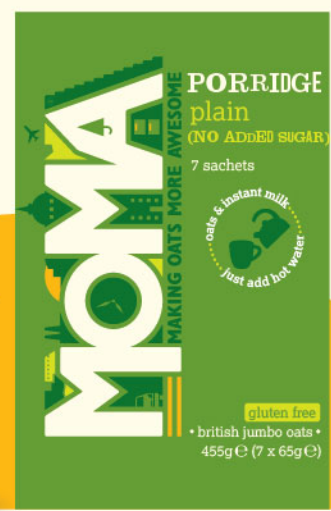
Campaign 2: Porridge focus, February 2016 – 5 weeks, 750 large advert 4 sheets on the London Underground (10% coverage), social media ads and lifestyle magazine print ads, sampling at tube stations

A factor that is positively influencing all brands that are perceived as 'healthy', is the trend towards increased wellbeing, including food and drink. Consumers are increasingly willing to spend more on food packaged as good for them. Although also driving to increase its own listings against larger competitors, MOMA has benefitted from this as premium, healthy breakfast option.

**“The rebrand has been super helpful, to distinguish MOMA against the competitor set. Bringing to life MOMA’s city beginnings and the convenient truth behind the brand. It helped buyers to understand our unique USP and why they need to stock us.”**

**PETE**

Sales Director,  
MOMA Foods Ltd





# RESEARCH RESOURCES

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Mintel Report: The Grocer: Focus on Cereal 2016, [IRI 52 w/e 5 December 2015].

Quote from Pinar Hosafci, Food Research Analyst, Euromonitor

Weetabix Annual Report 2013

Meltwater Social Media Stats, 2006

'MOMA targets London commuters with first outdoor advertising campaign', The Drum, October 2013.

\*\*It's Oatmeal Season and Quaker Is Getting Emotional', Advertising Age online, published 12 September 2015.





‘The new design tells our exciting story  and reflects our dynamic brand. It has added an extra gear to our sales, seeing awesome growth – particularly in our porridge range  which has grown **65%** in the last year alone’

**TOM MERCER**

Owner, MOMA Foods Ltd



# EXECUTIVE SUMMARY

(243/300 words)



**From humble beginnings handing out museli at Waterloo station to grumpy commuters, MOMA started with a mission to brighten up our mornings and inject more excitement into our day.**

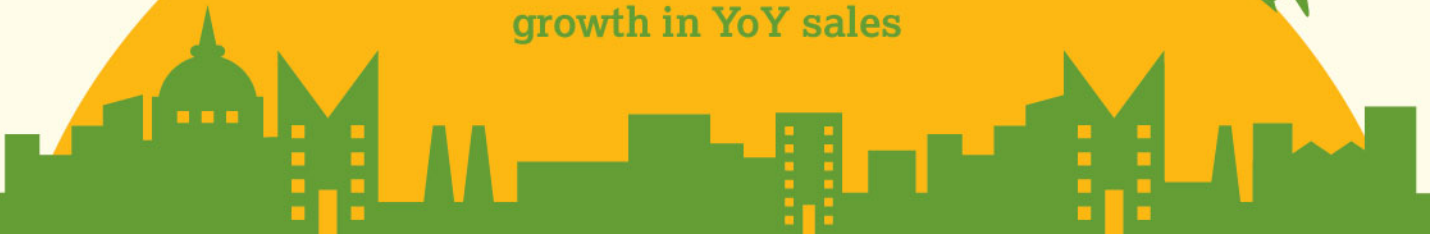
MOMA has captured the imagination and market for inspiring breakfasts, gaining listings in major supermarkets and innovating with new product development.

In the UK, 64% of people sacrifice breakfast for extra time in bed or to get to work earlier, and with the number of Brits commuting for more than 2 hours a day rising 72% in the last two decades, there is a growing need for easily available on-the-go breakfast options. According to Mintel, 29% of people in the UK eat porridge, with 23% eating it daily, so the market opportunity for MOMA was huge, but they needed a brand refresh to reach it.

BrandOpus started working with MOMA in 2014 when the brand was looking to move on to the next phase of its journey. What had historically worked for them with a commuter audience was not standing up to the competition within the retail environment. **MOMA needed to graduate its brand** identity by creating meaning within the brand to deliver distinction and engagement with the retail consumer.

What followed was a brand redesign that led to a **72% growth in YoY sales post** redesign as well as successful entry into international markets including Europe and Africa. **The rebrand has also increased brand awareness by 15% in London and the South East.**

**72%**  
growth in YoY sales



# OUTLINE OF DESIGN SOLUTION

(382/500 words)

BrandOpus worked with MOMA to drive meaning and personality into the MOMA identity and packaging design, to create a distinctive and ownable design. The design was also devised to support range extension and to allow the brand to move into new retailer environments, particularly supermarkets.

Before



After



In response to the brief, BrandOpus developed the identity to convey the idea of a fulfilling journey. From MOMA's early beginnings under railway arches in Deptford, to a regular pitch in Waterloo station, the identity captures the journey of both the brand and the busy urban commuter.

The bright, punchy colours that make the brand distinctive have been built upon to reflect the vibrancy of MOMA, whilst aiding navigation across the wide range of flavours at the shelf. With the shift in the brands retail focus, from bustling station concourses to equally busy supermarket shelves, there was a need to build on the strength of the brand within its new competitive set.

The bright and punchy contrast colour palette are key in contrast to the cream illustrative identity, which reflect the delicious flavours of the products and help the consumer to navigate the portfolio.

The design concepts explored the idea of 'the best breakfast for a fulfilling journey', and how we could create personality through the brand's heritage and core values.

