Go-to-Market Strategy – Insomnia Cookies

Method, rationale, and detailed execution plan (Europe)
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1) Why this project and the core question

This project answers a simple but high-stakes question: how can Insomnia Cookies expand from its current footprint (USA and already-established UK presence) into Continental Europe in a way that is scalable, profitable, and repeatable? The challenge is not just opening stores abroad. The real challenge is building a system: selecting the right market, proving the unit economics through a controlled pilot, and then scaling without sacrificing delivery quality, customer experience, or brand consistency.

A key insight behind the full deck is that Insomnia Cookies is not competing in a generic 'dessert' category. It competes in a specific consumption occasion: late-night cravings, when most traditional dessert options are closed. That makes two variables critical: (1) high-density city hotspots (universities, nightlife districts, city centers), and (2) delivery performance (speed, packaging, and product arriving warm).

2) Executive summary: what we aim to achieve and in what order

The go-to-market strategy follows a classic consulting logic: reduce risk first, then scale. We start with delivery-first pilots and two flagship stores in a Tier-1 European city, validate product-market fit and unit economics, and only then expand to additional stores and markets.

The recommended targets are: (i) open 2 pilot/flagship stores, (ii) reach store-level break-even within 12 months, and (iii) scale to 8–12 stores across two EU markets by Year 2. This sequence is designed to avoid the most common food expansion mistake: growing faster than operational consistency.

The primary customer segment is 18–35 years old customers (students and young professionals) with high delivery adoption and strong late-night demand. A secondary, high-margin segment comes from social consumption and gifting group orders, small celebrations, birthdays, and shareable packs.

The rollout timeline is structured in four phases: 0–3 months setup, 4–6 months pilot launch, 7–12 months optimization, and Year 2 scaling with entry into a second market.

3) Objectives and KPIs: how success is measured

A strategy only becomes credible when it can be measured. In delivery-led food concepts, the right KPIs must connect growth, customer experience, and profitability. The deck focuses on three practical metrics that force discipline.

Core KPIs:

- **200+ daily orders per store within 6 months.**

This is a traction threshold. If the store does not reach a minimum volume, fixed costs and platform fees will compress margin. It also signals whether the location, hours, and acquisition channels are correctly designed.

- **35%+ 90-day customer repeat rate.**

This KPI means that 35% of first-time buyers reorder at least once within 90 days. It is the cleanest test of product-market fit: without repeat, every order becomes an acquisition cost that never pays back.

- **€2M annual revenue per city by end of Year 2.**

This translates expansion into a financial outcome. It is not enough to open stores: the strategy must reach a revenue level that justifies further rollout and supports growth reinvestment.

4) Target market and market sizing: moving from 'big market' to 'obtainable market'

One of the most important steps in the deck is market sizing done the right way. Instead of sizing the broad 'dessert' market, we use the European biscuits/cookies category as a proxy much closer to Insomnia's core product. From there, we apply the standard funnel logic: TAM → SAM → Target Market → SOM.

Simple definitions:

• TAM ($31.6B): total European cookies/biscuits market.

• SAM ($8B): portion of TAM reachable via delivery-first + major city footprint.

• Target Market ($2B): late-night demand concentrated in dense hotspots.

• SOM ($0.07B): revenue capture over the next 4 years.

5) Competitor analysis and positioning: who we actually compete with

In food delivery, competition is defined by the consumption occasion more than by the product itself. A consumer choosing a late-night treat is not only comparing cookie brands. They are choosing between any available alternative that satisfies the same craving.

- **Starbucks:**

large dessert/snack offering and strong city presence. Advantage: dense network and mainstream premium positioning.

- **Ben & Jerry's:**

well-known indulgence brand with strong delivery performance. Advantage: high brand familiarity and treat relevance.

- **Local dessert shops:**

high variety and local credibility. Advantage: authenticity; limitation: lower scalability and limited late-night availability.

The positioning map (Affordable ↔ Expensive, Traditional ↔ Modern) clarifies how Insomnia should be perceived in Europe: a modern, delivery-first premium treat brand, sitting above mass-market snacks but below luxury patisserie.

6) Buyer personas: translating numbers into real customer behavior

Personas ensure the strategy is not 'for everyone'. Instead of generic traits, the deck uses behavioral dimensions that matter for unit economics: delivery usage, late-night frequency, and loyalty potential.

1. Jannette – University student (late-night study).

High delivery usage and high late-night frequency. Strong response to bundles and deals; repeat depends on consistency and perceived value.

2. Marco – Young professional (after work / Netflix night).

Medium late-night frequency, higher willingness to pay. Loyalty is stronger if quality and 'warm delivery' experience are reliable.

3. James – Late night worker (sharing & celebrations).

Lower frequency but higher AOV (Average Order Value). Responds strongly to shareable packs, gifting campaigns, and seasonal promotions.

7) Acquisition strategy: from platform-driven discovery to owned growth

The deck separates acquisition into two stages. In the pilot phase, the main goal is discovery and volume delivery platforms are the most efficient demand aggregator. Post-launch, the priority shifts to retention and margin protection: loyalty and referrals reduce dependence on platform fees.

Pilot phase (acquisition now):

- Delivery platforms as primary discovery channel (Deliveroo/Uber Eats/Just Eat).
- TikTok/Instagram to create awareness and 'try once' behavior.
- Geo-targeted paid ads around hotspots to accelerate early volume.
- Campus/nightlife partnerships to access local communities.
- Referral codes to stimulate word-of-mouth.

Scale phase (acquisition post-launch):

- Loyalty program (points, bundles, offers) to increase repeat rate.
- Structured referral program (Give €5, Get €5) and group-order incentives.
- Partnerships (universities, events, corporate gifting) to reduce CAC and increase recurring volume.

8) Pricing: a structure designed to drive trial, AOV, and frequency

Pricing is not just a list of prices it is a behavioral system. The deck proposes a three-level architecture: an entry price that lowers trial friction, bundles that naturally raise AOV, and a dedicated student deal that builds habit.

- **Entry pricing (€2.5–€3.5 per cookie):**

clear and accessible, supporting impulse purchases during late-night cravings.

- **Core bundles (€14–€18 for 6 cookies):**

drives AOV and makes delivery economics more efficient.

- **Student deal (€9.99 'Study Pack' – 4 cookies + drink):**

penetration lever for university areas: easy to communicate, high-frequency, and promo-compatible.

9) Financial projection: growth linked to store rollout

To keep the projection credible, the deck ties revenue directly to store rollout. The intent is not to forecast precisely, but to demonstrate that the model compounds: early stores mature, customer repeat increases, and later openings benefit from an operational playbook.

EU projection:

- Year 1: €2.5M | 2 stores
- Year 2: €12M | 8 stores
- Year 3: €32M | 18 stores
- Year 4: €70M | 35 stores

As the footprint expands, marketing becomes more efficient thanks to repeat customers, better local awareness, and standardized execution. These effects are essential to protect margins as scale increases.

10) Timeline and marketing plan: building momentum month-by-month

The marketing plan follows a clear phased approach aligned with key moments of the year rather than running random monthly activities. Each period has a specific purpose: build awareness, drive first trial, create spikes of demand, increase frequency, and maximize seasonal AOV opportunities.

Timeline logic (Jan–Dec):

- January – Teaser campaign to build early awareness and curiosity ahead of the main activation phases.
- April – First acquisition push through a social media campaign, supported by PR campaign and cookies offer to reduce friction and increase first trials.
- October – Relaunch / demand spike phase with a strong TikTok + Instagram campaign, amplified by PR + local media push, plus limited-edition flavors drop to drive repeat purchases.
- November – Scale & retention phase through loyalty program rollout and campus + nightlife partnerships to increase order frequency and embed the product in key consumption occasions.
- December – Holiday gifting campaign to capture seasonal demand and boost AOV with shareable / gifting bundles.

Conclusion: what this case demonstrates

This is not just a storyline; it's an execution framework. The project defines a focused consumption occasion, sizes the opportunity with credible demand proxies, sets measurable KPIs, and builds a rollout plan that converts early traction into a scalable, repeatable model.