



Jamie KC



Vanessa Teo



Chiara Ghezzi



Venoshha



Lee Sooji



Tricia Wi



Priscilla Luah

Prepared By: MKTG215 G1 Group 4

# Table of Content



Recap from Interim



Go-to-Market Strategy  
& Awareness



Concept  
Development Funnel



Product  
Development Plan



New Product Ideas



Risk and  
Financial Analysis

# *Recap from Interim*



# Our objective is to develop a new product with Melvados to achieve the following aspects...



New yet viable within the next 6-12 months



Desire for trendiness



Lasting appeal to encourage repeated purchases

Target Audience:



**Generation Z**  
(Aged 18 - 26)

Category:



**Snacks**

# Sizing the Snacking Opportunity amongst Gen-Zs

## Research Methodology

### Objective of Conduct

- Disseminated to personal social circles and online Telegram research groups (eg. SG Research Lobang)
- To gather more insights into the Gen-Z snacking experience (tastes, preferences, habits and lifestyle)

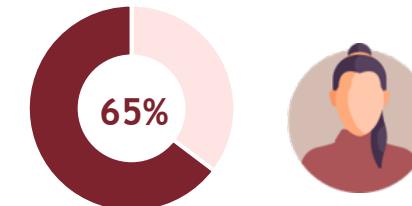
### Breakdown

**68** Respondents

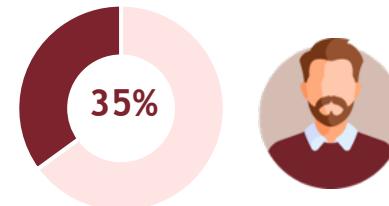
**5** In-depth, 1-1 interviews

**1** Focus group of 6 participants

### Gender

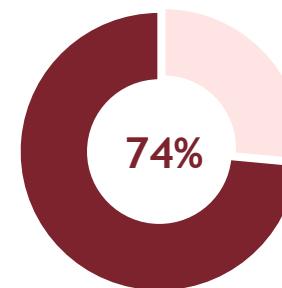


Female



Male

### Frequency of Snacking



Surveyed either snacks **once a day / multiple times a day**

# Looking at why Gen-Zs snack...

## Key Insights From Focus Group & Interviews

Melvados™



Motivations  
for snacking



Top taste and  
flavor profile



Frequency of  
snacking

When asked for reasons for snacking...

**70%**

of Gen-Zs say when they are **bored/**  
**feeling restless**

“...when I have nothing much to do”  
“...snack most often when I’m just resting and binge-watching shows on my phone in bed”  
“Just need something to fill my mouth, even if I’m not really hungry”

**60%**

of Gen-Zs say as form of **meal substitute**,  
**during time crunch**

“..usually in between classes when I’m rushing”  
“..snacks are lighter than meals so it’s a fast way to get full”  
“..whenever I don’t get to have full meals”

**75%**

of Gen-Zs say as a source of energy,  
**to feel more alert or less tired**

“funnily the chewing helps to keep me awake”  
“eating something small while doing work keeps my brain stimulated”  
“as a quick snack before running but not too heavy”

# In savoring the real taste of Gen-Zs...

## Key Insights From Focus Group & Interviews

Melvados™

?

Motivations  
for snacking

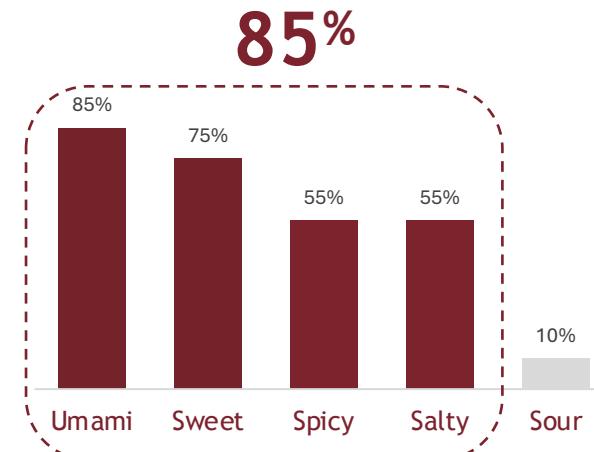


Top taste and  
flavor profile

⌚

Frequency of  
snacking

When asked for their favorite key base flavor,



...and texture completes it!

SWEET CRUNCHY CRUMBLY  
**CRUNCH**  
CHEWY CRISP  
FLAKY SALTY

When asked for their favorite snacks,

3 in 4  


mentioned childhood snacks/snack brands  
they've been eating since young

...and when asked to describe  
one's favorite Melvados snack,

“

The brownie brittle is my favorite as it  
tastes like the *crispy end edges*  
*of a brownie* - aka the *best parts*  
in a single pack.”

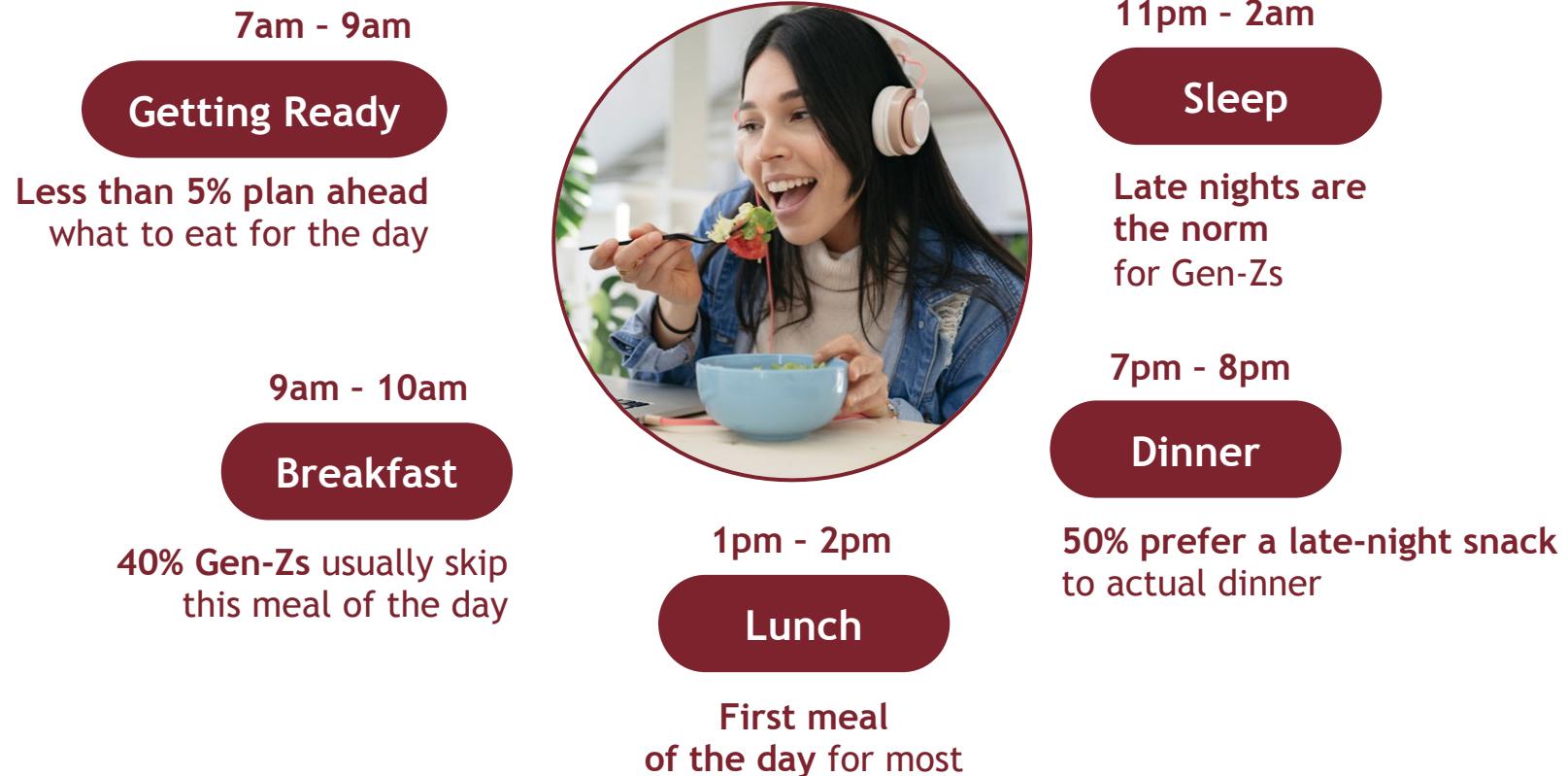
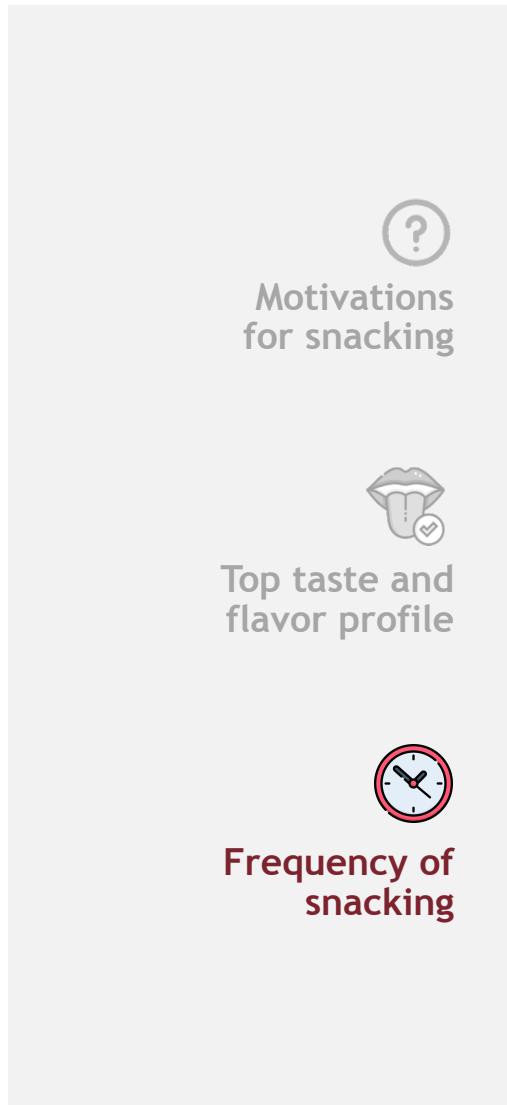


Snacks with strong flavors and a variety of textures are preferred. At the same time,  
Gen-Zs are often drawn to what's familiar and nostalgic to them.

# We see how this translates to a day in the life of a Gen-Z...

Melvados™

## Key Insights From Focus Group & Interviews

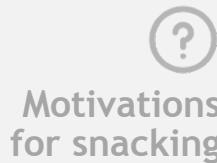


# ...and see how snacking has re-defined traditional mealtimes for Gen-Zs!

## Key Insights From Focus Group & Interviews

Melvados™

**90%** customize their snacking experience to their mood/moment/mindset



Motivations  
for snacking



Top taste and  
flavor profile



Frequency of  
snacking

7am - 9am

Getting Ready

Less than 5% plan ahead  
what to eat for the day

9am - 10am

Breakfast

40% Gen-Zs usually skip  
this meal of the day

Breakfast  
Replacement snack

Small, easily digestible food item,  
to eat while multi-tasking



1pm - 2pm

Lunch

First meal  
of the day for most

11pm - 2am

Sleep

Late nights are  
the norm for  
Gen-Zs

7pm - 8pm

Dinner

50% prefer a late-night  
snack to actual dinner

Post-lunch  
snack

To combat food coma & keep  
awake for rest of day's to-dos

The Late Night  
Munch

Feel-good, comfort  
snacks indulgence  
after a long day!

# Target Market Segmentations

## Customer Needs Identification

### Customer Statements

"I'd prefer something sweet but nutritious,  
I snack only if they are worth it"

"Taste is more important for me than price."

"I snack during class to stay awake, It helps break the  
boredom."

"I like unhealthy, sinful snacks especially potato chips and  
if I'm feeling groggy I'll go for something sweet."

"Packaging and price influence whether I try new snacks."

"I prefer familiar, childhood snacks that are affordable  
and satisfying."

Healthy snacks are good but when tempted I'll go for  
something sinful.

### Identification of Needs

The new product should be **satisfying and fulfilling**.  
Possibility to serve as meal replacement

Melvados should focus on **taste** as a key driver in customers'  
snack choices and can consider premium offerings

The new product should have **energizing properties** and  
provide a quick boost.

The choice of snacks align with one's **emotions**. For  
example, indulgent snacks associate to guilty pleasures.

The new product needs to be **eye-catching, and user-friendly**.

The new product should not be **too exotic or include bold flavours** as snacks are a low involvement good.

The perfect snack should be **healthy without compromising the taste and quality**.

# Target Market Segmentations

Melvados™

## Customer Persona

### Studious Shania



- Age : 21
- Emotional Snacking
- Occupation: Full-Time Student
- Frequently purchases Snacks

#### Behavior

- Purchases snacks often for herself
- Eats snacks in her class or while studying
- Sometimes, eats snacks as her meal
- Drawn to aesthetic packaging
- Purchases from convenience stores or supermarkets.
- Mood-driven: Snacks for comfort or stress relief.
- Prioritizes taste and pleasure over health
- PRICE SENSITIVE

#### Interests

- Savory, and sweet flavors
- Comfort foods : choose nostalgic and indulgent options
- Texture-focused : prefers crunchy texture

# *Concept Development Funnel*



# Concept Development Funnel

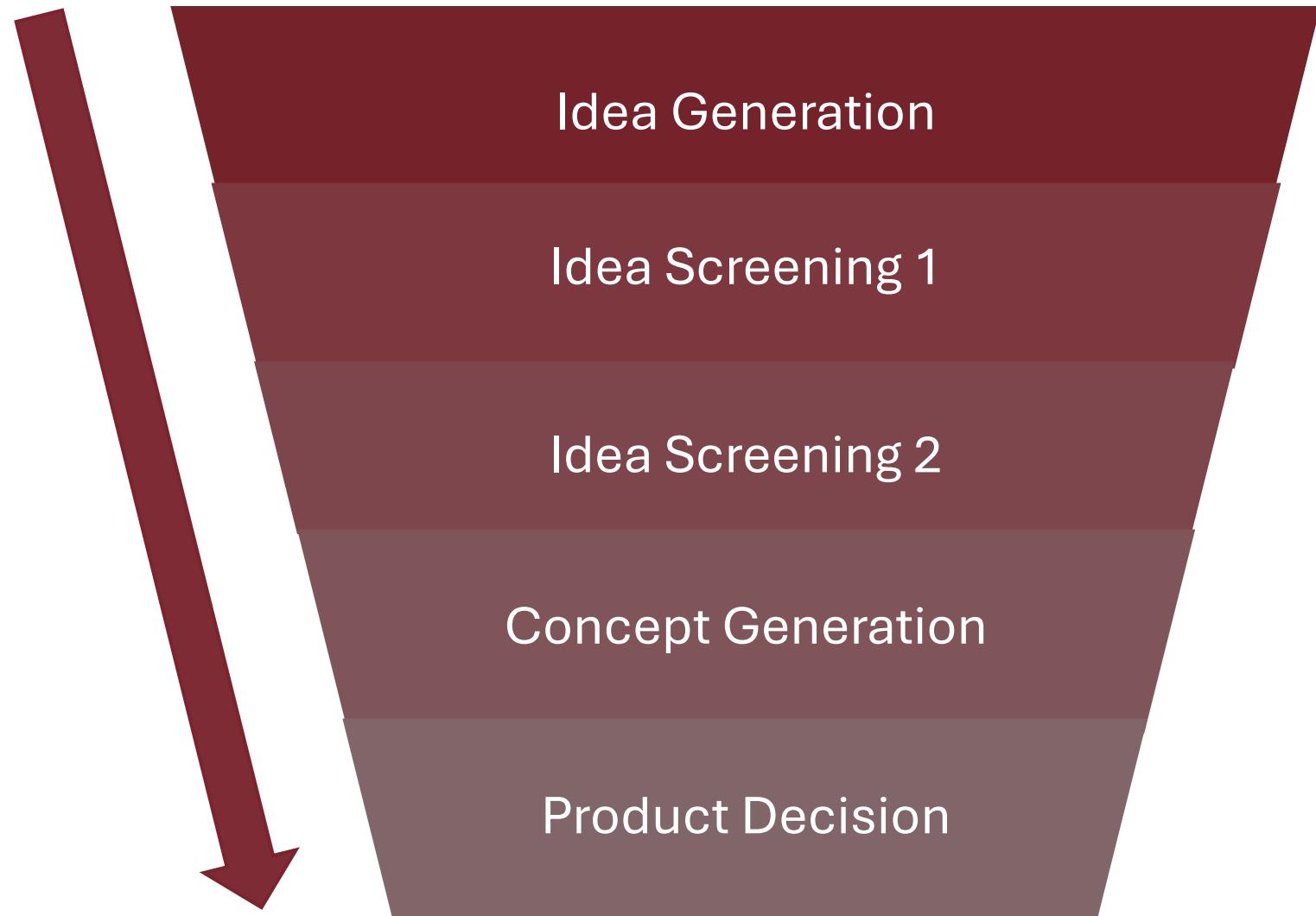
Idea Generation

Melvados™

From **20+** ideas...

Screening through focus group discussions, interviews, observations, and client feedback!

To **3** product concepts!



# Idea Generation

Melvados™

## Primary and Secondary Research

Idea Generation

Idea Screening 1

Idea Screening 2&3

Concept Generation

Product Decision



### Primary Research

#### Focus Group



*19 - 23 years old*

*Snacks Regularly*

#### One-to-One Interviews



Age: 23



Age: 22



Age: 19



### Secondary Research



**Singapore Snacks Market grew by 4.6%, with Gen Z taking up around 30% of the market**



**Cookies, Chips Pretzels and Nuts are common categories**



**More consumers are becoming health-conscious in their snacking behavior**

**"How can we develop a new food product within the snacks category that caters to this generation's desire for trendiness while ensuring lasting-appeal?"**



# Idea Generation

## Primary and Secondary Research

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Idea Generation

The team came up with **20+** new product ideas!

Idea Screening 1

**CHOCOLATE COVERED POTATO CHIPS      PROTEIN BAR  
BRITTLE CUPS      COFFEE COOKIES      VITAMIN-INFUSED SNACKS**

**HUMMUS SNACK      ACAI & DRY FRUITS      GRANOLA BAR**

**MUSHROOM CHIPS      SWEET POTATO CHIPS      PROTEIN CHIPS**

**SAVOURY BARS      BAKED BANANA CHIPS      FREEZE DRY CHIPS**

**ENERGY BALLS      DRIED NUTS CLUSTERS      OAT CEREAL BAR**

Idea Screening 2&3

Concept Generation

Product Decision

**COMMON THEMES: Chips, Granola, Energy, Protein, Baked**



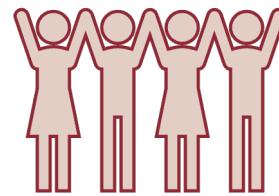
Idea Generation

Idea Screening 1

Idea Screening 2&3

Concept Generation

Product Decision



*With the focus group and interview insights,*

*Ideas were screened by:*

## GROUP CONSENSUS

1. Feasibility
2. Alignment with Melvados' brand and current products
3. Trendiness in the market

Veggie & Fruit Chips

Dough Based Bites

Protein/Cereal Bars

Dried Fruit & Nut Clusters

Energy Balls

Dip-Based Snacks



# Idea Screening 2

## Interim Feedback

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Idea Generation

Veggie & Fruit Chips

Idea Screening 1

Dough Based Bites

Protein/Cereal Bars

Idea Screening 2&3

Dried Fruit & Nut Clusters

Concept Generation

Energy Balls

Product Decision

Dip-Based Snacks

Interim Feedback

Dough Based Bites

Protein/Cereal Bars

+

Dried Fruit & Nut Clusters

Group Consensus

Dough Based Bites



# Concept Development

Survey to understand more specific concept ideas

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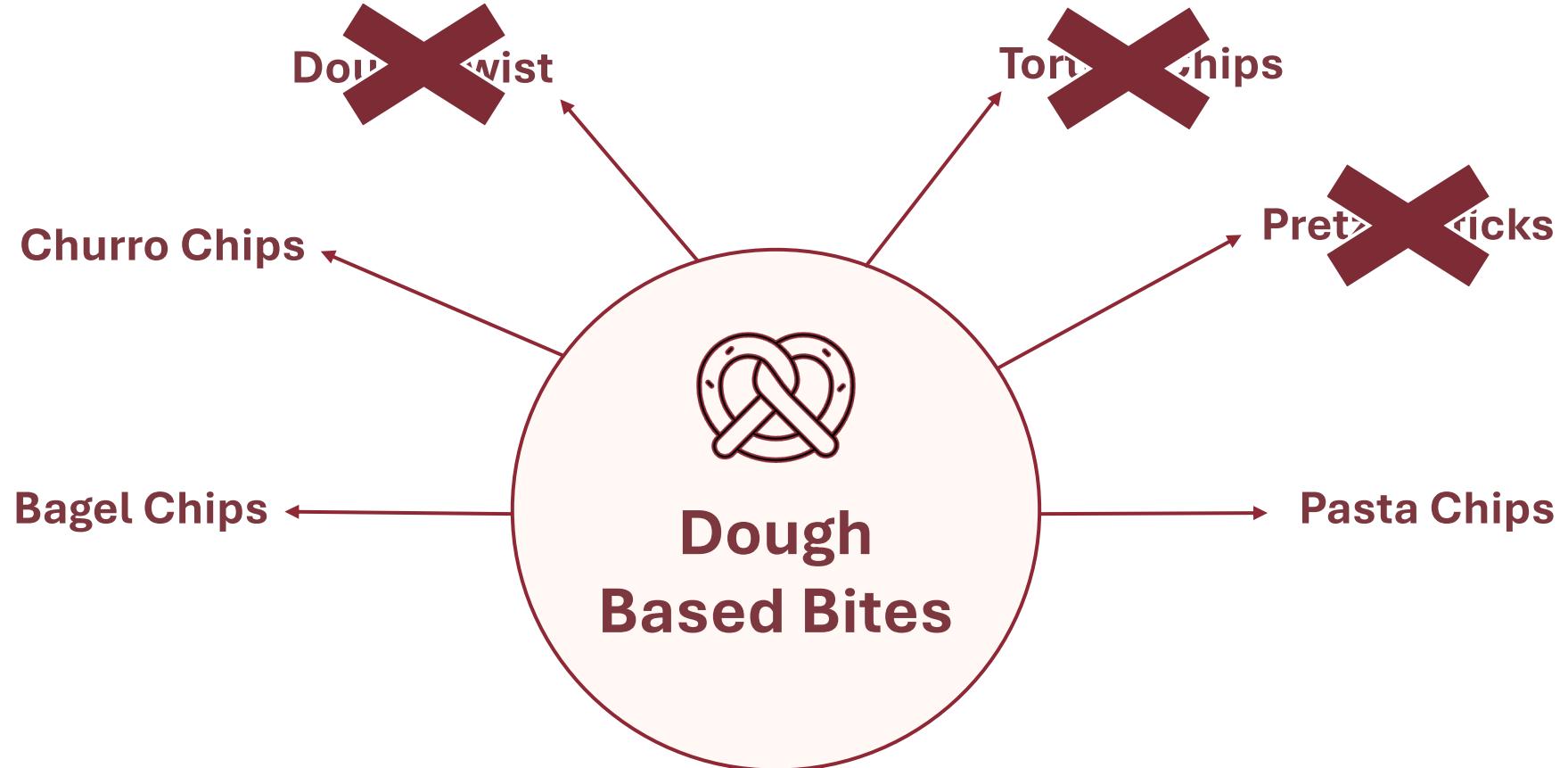
Idea Generation

Idea Screening 1

Idea Screening 2&3

Concept Generation

Product Decision



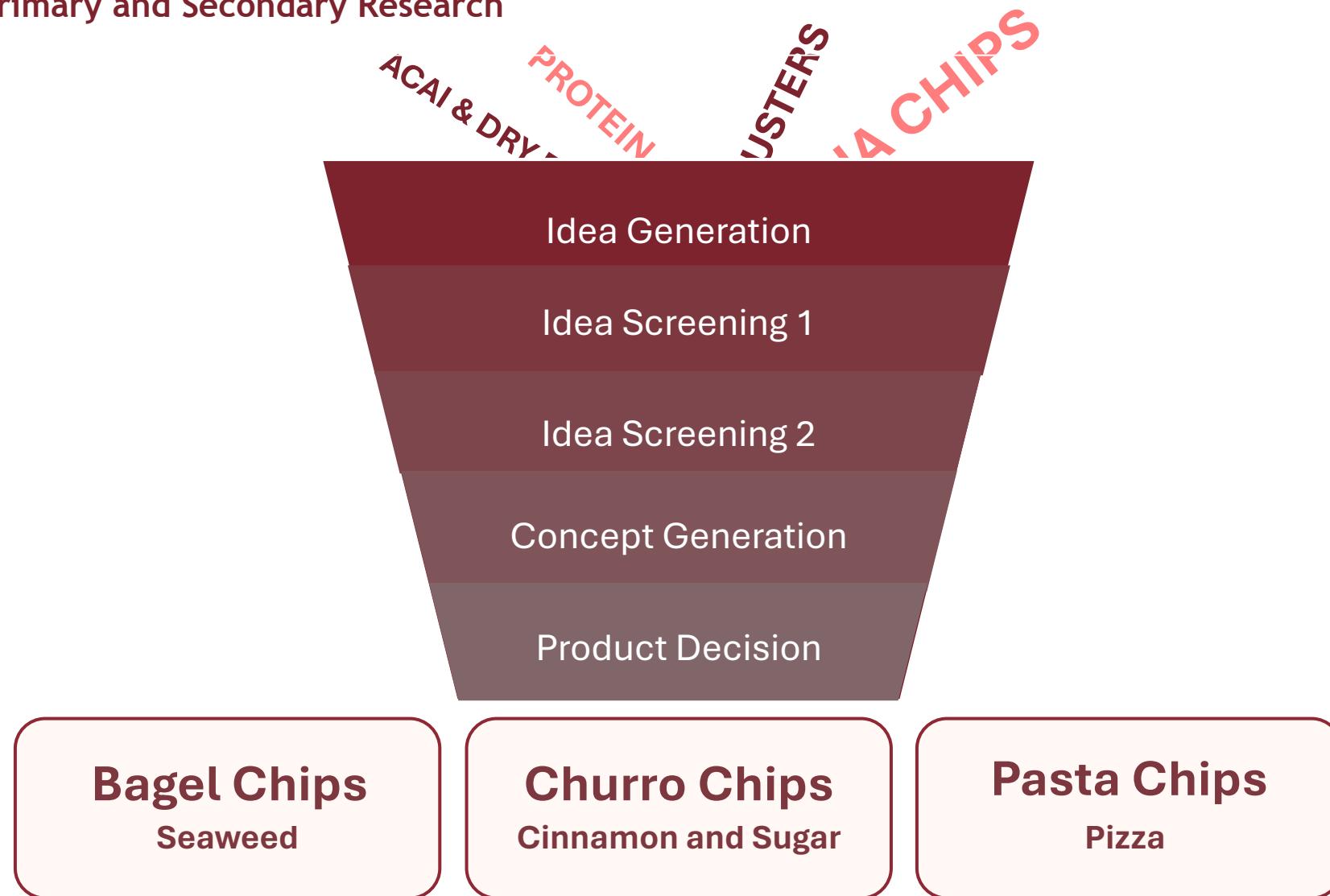
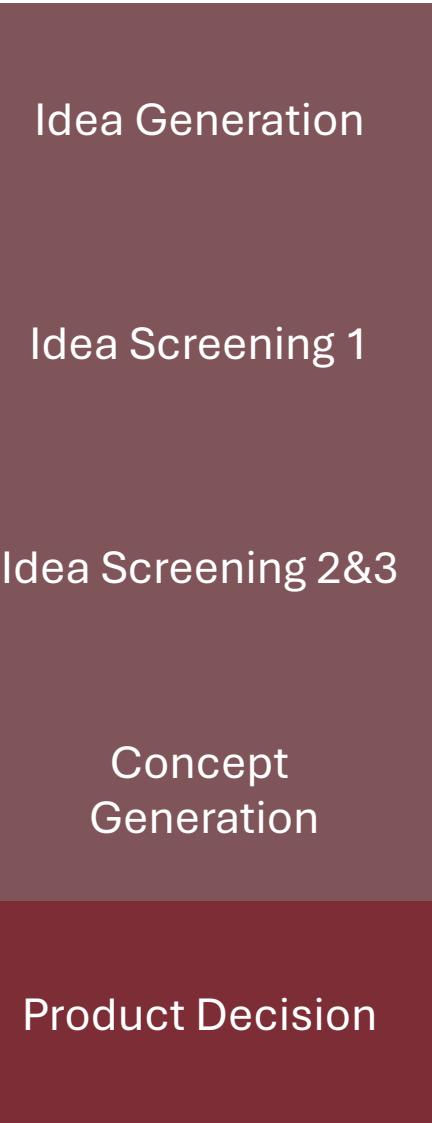
Eliminated half of the choices based on a survey conducted amongst 60 respondents.



# Product Decision

## Refining Decisions from Primary and Secondary Research

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\*Main flavours are from the survey while referencing the interviews and focus group



# *New Product Recommendation*





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## Market Analysis



### Market Analysis

The Dough Product Market was valued at \$14.3 billion in 2020 and is projected to grow at a compound annual growth rate (CAGR) of 17.1% from 2021 to 2026. Increasing consumer interest in western cuisines, particularly baking, has driven significant expansion in the dough products industry.

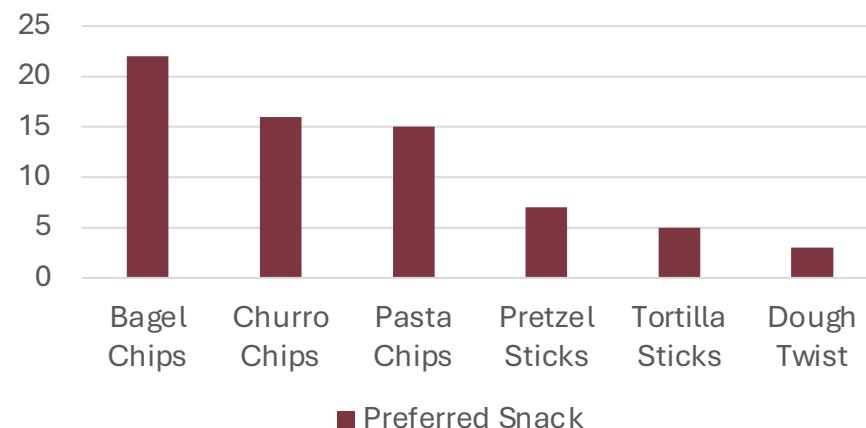
### Primary Research



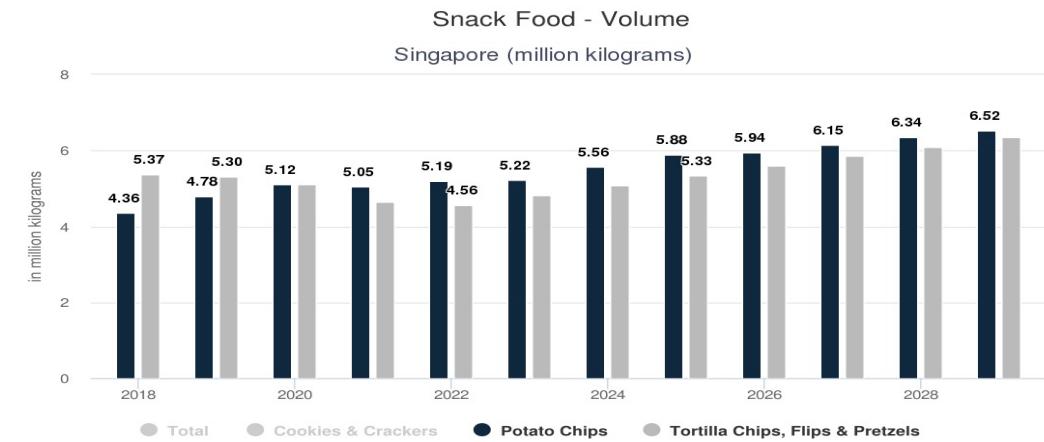
#### Key insights:

- Should be something easy to eat/munch on
  - bite-sized & crunchy
- Flavour can be sweet or savoury.

Dough Based Snack Preferences



### Secondary Research



- Snack Food market in Singapore is forecast to have an increasing trend in the volume of savoury products, namely tortilla chips, flips and pretzels.
- The volume is forecasted to continue to increase as well as match the speed of increase in volume of potato chips by 2029 (Statista, n.d.).

# Bagel Chips

## Product Information

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### Bagel Chips

Inspired by familiar savoury flavour, our Bagel Chips are made from bagel bread sliced into bite-sized snacks. Perfect for indulgence snackers looking to satisfy their craving for crunch.

#### Bite-Sized!

Bite-sized and super crunchy to satisfy the crunch.

#### Baked

Oven baked with minimal oil but still as tasty.

#### Guilty Pleasures

Potentially increases one's mood!

#### Familiar Flavour

Savoury flavour inspired by McDonald's Seaweed Shaker.



# Bagel Chips

## Competitor Analysis

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Competitor	Product Description
Delight Project Bagel Chips By Olive Young	<p>Nutritious, flavourful and can be enjoyed by the whole family.</p> <ul style="list-style-type: none"><li>Well-known product with strong brand association</li><li>6 flavours</li><li>Available at Guardian, Lazada, Shopee</li></ul>
Lorenz Saltletts Mini Bagel	<p>The fun snack with tasty herbs, seeds &amp; sourdough is ideal for the little hunger in between. Simply delicious, anytime and anywhere. Whether pure or for dipping.</p> <ul style="list-style-type: none"><li>Vegan-friendly</li><li>1 flavour</li><li>Available at Cold Storage, The Cocoa Trees</li></ul>

Familiar flavour,  
extra satisfaction



Presents an opportunity  
for Melvados!

Based on the survey result, Bagel chips were among the first 3 snacks ideas that people were willing to try.

Price point is also around the same from its competitors and individuals are willing to purchase at around \$5, based on the group's survey.



# Churro Chips

## Product Information

Melvados™



### Baked Churro Chips

Made using Tortilla, Churro Chips is a light, sweet, and crispy snack while retaining the classic flavours of baked churros, suitable for indulgent snackers.

#### Bite-Sized!

Bite-sized and super crunchy to satisfy indulgent snackers!

#### Baked

Oven baked with little to no oil and is still tasty!



#### Tortilla Based!

Healthier alternative yet tastes the same!

#### Classic Churro Flavour

Tortilla chips covered in cinnamon and sugar, like regular churros!



# Churro Chips

## Competitor Analysis

Melvados™



Competitor	Product Description	
Korean Churro Chips  \$4 for 136g	<p>Maximizes crispiness through 4 thin chips that overlap each other. It is the first 3 layers snack in the korean market.</p> <ul style="list-style-type: none"><li>• Korean product with an interesting texture and has multiple variations besides the churro flavour</li><li>• Available in Shopee, Lazada &amp; Korean Groceries</li></ul>	<p>Many shape variations of Churro bites, with no classic chip shape.</p> <p>Presents an opportunity for Melvados!</p>
Cinnamon Toast Crunch Churros (General Mills)  \$8 for 370g	<p>A churro-shaped cereal with the classic cinnamon sugar flavor.</p> <ul style="list-style-type: none"><li>• Variation of churro chip that is normally eaten with milk, has a recognisable brand name</li><li>• Available in Shopee, Lazada &amp; Amazon</li></ul>	<p>Differentiation with the crunch and classic "chip" shape while having a similar taste of churros.</p> <p>Price point is also around the same from its competitors and individuals are willing to purchase at around \$5, based on the group's survey.</p>



# Pasta Chips

## Product Information

Melvados™



### Pasta Chips

Inspired by Italian dough twist, Pasta chips reimagines a traditional pasta into a crunchy snack.

#### Bite-Sized!

Bite-sized and super crispy satisfies cravings for crunch and flavor in every bite

#### Baked

Oven-baked, lower in fat than fried chips.



#### Pasta-Based!

Under 100 calories, indulgent yet slightly healthier.

#### Pizza flavour

Bursting with Italian herbs, tomato, and a hint of cheese for a true pizza taste.



# Pasta Chips

## Competitor Analysis

Melvados™



Competitor	Product Description
Tantos! Puffed Pasta Chips  \$23.78 per 28g	<p>Tomatoes, garlic, and oregano...it's Sunday afternoon in the kitchen, puffed and ready for any day of the week.</p> <ul style="list-style-type: none"><li>• Brand new brand established by Chef Joe in US.</li><li>• 4 flavours</li><li>• Available at Amazon, and Tantos website.</li></ul>
Vintage Italia Pasta Chips  \$4.05 per 100g	<p>A baked fresh pasta snack made with all natural ingredients. 60% less fat than regular potato chips and 20% less fat than pita chips. Oven baked thin and crispy.</p> <ul style="list-style-type: none"><li>• From US</li><li>• 2 flavours</li><li>• Available at Ubuy</li></ul>

US brands only

Not yet widely available in the market

### Uncaptured Market Potential



Presents an opportunity for Melvados!

Based on the survey result, Pasta chips were among the first 3 snacks ideas that people were willing to try.

Not much branded products available in the local market yet.



# Packaging

## Packaging Design

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### New Packaging

Based on our survey, 52% of respondents prefer small snack sizes at **50-100g** – similar to the current packaging weight of Melvados



Featuring the legitimate product and its flavour, similar to current Melvados packaging with a fun style!

Includes a chef mascot while staying true to Melvados' brand color and style of packaging

Nutrition page is more fun yet gives more information regarding the snack itself, and nutritional facts

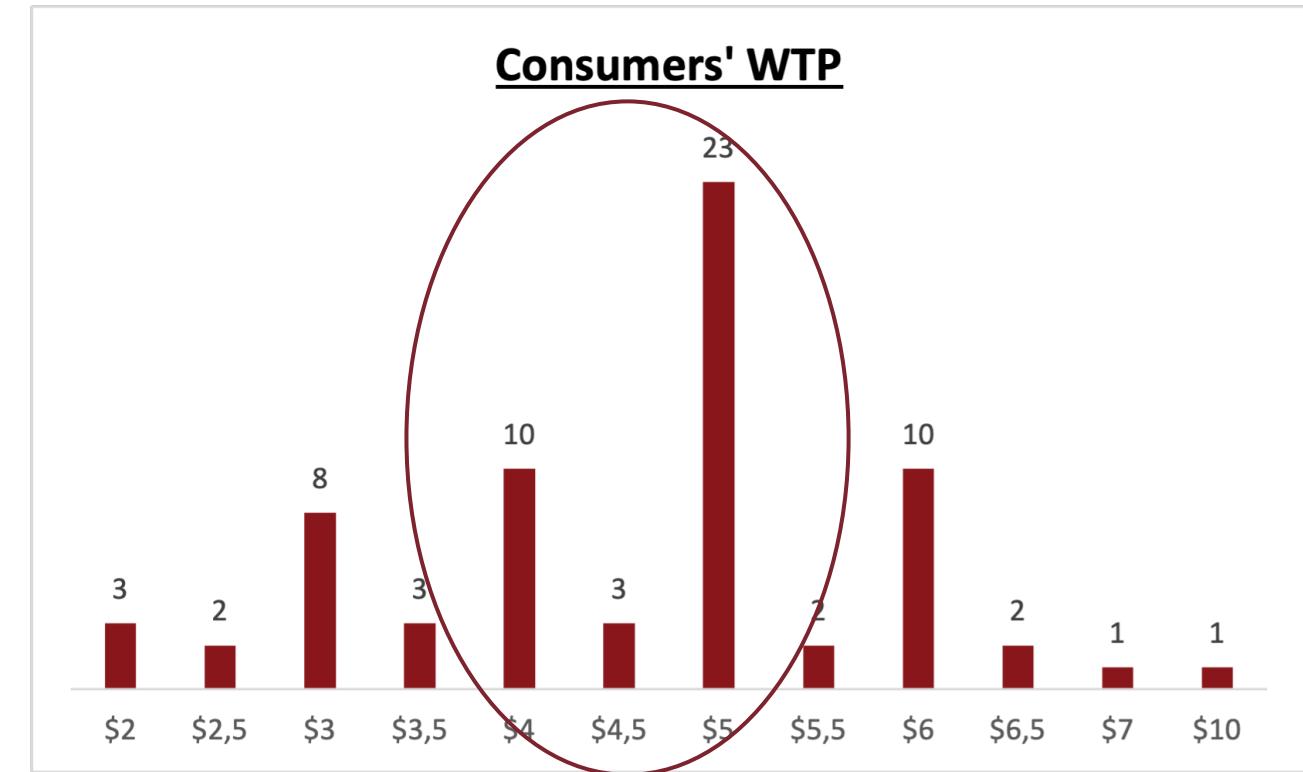
A short blurb on who Melvados is and an introduction to the snack, highlighting the key features!



## Consumers' Willingness to Pay

### Pricing Strategy

- Approximately 71% of respondents indicated a willingness to pay within the \$4 to \$6 range
- Among those respondents, 34% specifically indicated \$5 as their ideal price point, suggesting that \$5 is a psychological price anchor for many consumers.
- This pricing approach balances value perception and affordability, maximizing appeal without crossing the key psychological barrier of \$5.
- Prices match with most competitors, and is priced slightly above Melvados' snacks as it is a gourmet option



## SNACK PRICES: \$4.80

By setting the price at \$4.80, we strategically position the product just below the \$5 threshold.



# *Go-To Market Strategy*



# Overview of GTM Strategy

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## Making Memories with Melvados' Snackification of Gourmet Pastries

With the customer journey map in mind,

Awareness



Consideration

Purchase

Retention

Advocacy



### Spark The Memory

*With a strong, lasting first-impression...*



### Make It Stick

*With moments of joy!*

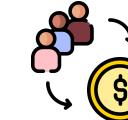


### Recall The Craving

*To stay top-of-mind!*



Drive **buzz** and instant **virality** for targeted reach to interact with Gen-Zs



Optimise **Online-to-Offline (O2O)** customer conversions



Cultivate repeated purchases via **gamification**

We aim to connect the customer at every touchpoint of their journey with Melvados

# Meeting where Gen-Zs are is the insider-secret to instant visibility.

Melvados™

## Phase 1

1

### Spark The Memory

With a strong, lasting first-impression...

#### Dominating The Social Space: TikTok & Instagram

##### Speaking the Gen-Z Language



##### Winning with Edu-tainment



- Leverage trending sounds, songs, dances, memes to showcase the launch of Melvados' dough-based bites
- Humorous, informal content creates immediate relatability & shareability

- Content mix of education & entertainment
- High quality static/gif-like posts/short clips to showcase dough-based bites - in a close-up, large-sized format



Drive buzz and instant virality for targeted reach to interact with Gen-Zs

##### The Rise of Luckin on TikTok



- Famously known as the "Luckin Girl" who sparked a series of funny, meme-like content
- Use of humor to connect with Gen-Z audiences
- 700K likes as of today

# Meeting where Gen-Zs are is the insider-secret to instant visibility.

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## Phase 1

1

### Spark The Memory

With a strong, lasting first-impression...

#### Capitalizing on High-Reach Communities: Partnerships with student-run university organizations

1

##### Partnerships with Student-run Clubs

**SMUSA**  
SMU STUDENTS' ASSOCIATION



- Partnering SMUSA via sponsorships in bi-annual student major welfare drives
- By sponsoring sample-sized dough-based bites to promote launch
- Historically high-engagement points of contact as they are distributed during exam season; serve as morale boosters for students

**2,050**  
Slots 100%  
filled within 20 mins

**9.5/10**  
Student  
Satisfaction Rate

2

##### Flyer As A Product (In Welfare Packets)



Here's your complimentary \$5 worth of happiness!

- A unique, physical medium that lowers entry of barriers to trying Melvados for the first time



Drive buzz and instant virality for targeted reach to interact with Gen-Zs

- Differentiates by use of an effective one-liner to spark curiosity and ignite action
- Inspired by the success of Dianping's flyer campaign - achieving 25% conversion rates.

# Enticing Gen-Zs to seize the opportunity and take action

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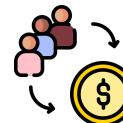
Phase 2

2

## Make It Stick

*With moments of joy!*

Insider promotion code:  
Exclusive discount



Optimise  
online and offline  
customer conversions

### Discount code access via Whatsapp channel



1. Scan QR code



2. Connect with  
Melvados on Whatsapp



3. Access  
discount code



4. Show the code in-store  
or use it online

- Whatsapp has a **98% open rate**
- Converts potential sales from those who tried Melvados' dough-based bites via the university welfare drives
- **Strengthens the relationship between Melvados and Gen Zs by offering exclusive access to promotions (long-term benefit)**

### Survey result

**50%**

of respondents ranked discount as either their **1<sup>st</sup> or 2<sup>nd</sup> choice** of promotional strategy that influences their purchasing decision.

# Enticing Gen-Zs to seize the opportunity and take action

Phase 2

Melvados™

2

## Make It Stick

With moments of joy!

Tapping into customer purchase behaviour:  
Bundling deals

### Dough-based bites bundle

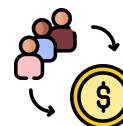


- Increased perceived value: more variety at a lower cost
- Reducing trial risk: Bundling a new product (pasta chips) with familiar ones encourages consumers to try it with less hesitation

### Meal deal bundle



- Pair the new products with a meal of your choice.
- Melvados' picks: A curated list of pairings to simplify decision-making, encourages exploration, and enhances the overall customer experience



Optimise  
online and offline  
customer conversions

### Survey result

**44%**

of respondents ranked bundle deals as either their 1<sup>st</sup> or 2<sup>nd</sup> choice of promotional strategy that influences their purchasing decision.

# Enticing Gen-Zs to seize the opportunity and take action

Phase 2

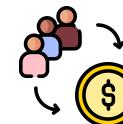
Melvados™

2

## Make It Stick

*With moments of joy!*

Reaching Gen Zs in-person:  
Pop-up booth at universities



Optimise  
online and offline  
customer conversions

### Melvados pop-up booth



- Direct access to target audience: engage with Gen Z students, building excitement and buzz around its dough-based bites through face-to-face interaction
- High foot traffic on campus - maximising exposure and reach
- Raise awareness about Melvados' dough-based bites and establish a stronger brand identity within the student community

#### About the booth

- Featuring Melvados' snack line with the main highlight being the dough-based bites
- Samples for tasting to attract students and push for consideration
- Student deals to create sense of urgency and encourage spontaneous buying

# Enticing Gen-Zs to seize the opportunity and take action

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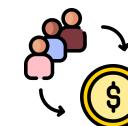
Phase 2

2

## Make It Stick

*With moments of joy!*

Unlocking Gen Z's impulse purchase trait:  
Livestreaming



Optimise  
online and offline  
customer conversions



Melvados TikTok account livestreaming



- **Real-time product trial:** highlight flavours, textures, and packaging, which can create immediate interest and cravings among viewers
- **Live interactions:** Melvados can answer questions from viewers
- **In-app shopping convenience:** instant purchase during livestream → reinforces impulse buy

# Repetition is key when it comes to igniting one's craving for Melvados!

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## Phase 3

3

### Recall The Craving *To stay top-of-mind!*

#### Building Loyalty The Gen-Z Way: Whatsapp Reminders & Loyalty Card

##### Periodic Digital Prompts



- Gentle nudges in the form of updates on new products, limited-time discounts, rewards updates
- Drives brand recall over time, by creating memorability via daily reminders on a messaging app

##### Making One's Appetite Count



- The Snack Crave - a gamification of habit-building by incentivizing frequent purchases initially, with increasing commitment for larger rewards



Cultivate repeated purchases via gamification

##### How It Works

1<sup>st</sup>

Get a bonus snack sample (exciting immediate reward).

3<sup>rd</sup>

Earn a free full-sized snack of choice!

5<sup>th</sup>

Unlock a ready-to-eat meal of choice!

10<sup>th</sup>

Enter a raffle for an exclusive prize such as a limited edition Melvados-themed Labubu Merch



# Timeline

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## Timeline for Go-to Market Strategy

To do	Phase	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
Partner with university organizations.	Phase 1: Spark the Memory												
Create engaging TikTok campaigns.													
Operating WhatsApp channel. (Phase 2 & 3)	Phase 2: Make it Stick	Launch											
Push out product bundling.													
Host pop-up booths at university campuses.	Phase 2: Make it Stick												
Integrate live streaming events.													
Soft launch loyalty program.	Phase 3: Recall the Craving												
Full launch of the loyalty program.													

### Proposed Timeline for Roll Out for Go-to Market Strategy:

1 year

# *Product Development Plan*



# Development Plan

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## Step by step



### Phase 0: Sourcing

- Bagel
- Seaweed Laver
- Onion Powder
- Black Pepper
- Sea Salt
- Olive Oil



- |                 |             |
|-----------------|-------------|
| • Pasta         | • Onion     |
| • Oregano       | • Powder    |
| • Parsley       | • Sea Salt  |
| • Dextrose      | • Olive Oil |
| • Potato Starch |             |
| • Garlic Powder |             |



- Tortillas
- Granulated Sugar
- Cinnamon
- Olive Oil

### Step 1

#### Slicing Bagel

1. Cut the bagel into smaller chip slices

#### Boil Pasta

1. Add pinch of Salt in the boiling water
2. Add Pasta into the boiling water

#### Slicing Tortillas

1. Cut the Tortillas into smaller triangle shapes

### Step 2

#### Spray Olive Oil Evenly

\*Pasta - Sprinkle Seasoning before & after phase 3

### Step 3

#### Oven

### Step 4

#### Sprinkle Seasoning

# Development Plan

Melvados™

## Phase 0: Sourcing



### Phase 0: Sourcing

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- Tortillas
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### Third-Party Sourcing

#### Bagel

- Bagel is not produced in Melvados
- Easier to source from the third-party

Only if it results in lower cost

### Suppliers

#### 1. Just Bagel

Wholesale with MOQ = 240 bagels  
Total Cost= \$ 264.95

**JUST BAGELS**



#### 2. The New Grocer

12 batch=240 bagels  
Total Cost= \$ 240

THE NEW  
**GROCER**

#### Pros

- Can spend more time on other product development

#### Cons

- Difficult to source batches of bagels from local supplier

# Development Plan

Melvados™

## Phase 0: Sourcing



### Phase 0: Sourcing

- Bagel
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### Third-Party Sourcing

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- Easier to source from the third-party

Only if it results in lower cost

### In-house Production

#### Bagel

- If Bagel chips shows enough market potential, then can consider moving from Third-Party to in-house production

#### Pasta

- Pasta is already produced In-house
- Save cost and take advantage from economies of scale

#### Tortillas

- Existing product line – Tortilla Chips
- Easier to produce in batches

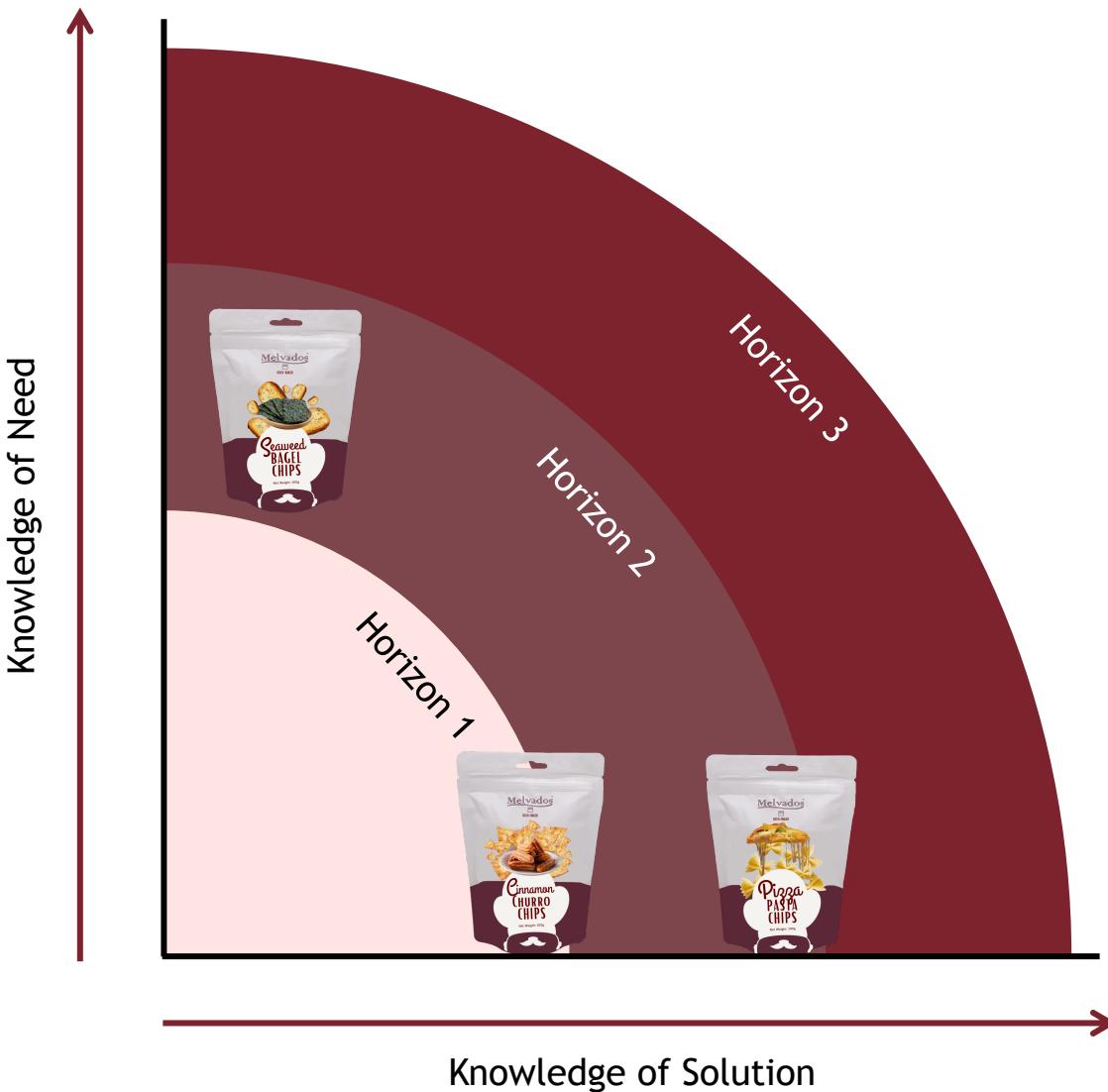
# *Risk and Financial Analysis*



# Risk Analysis

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## Perceived Risk Level



Churro Chips



Bagel Chips



Pasta Chips



### Lower to Medium Risk

#### Familiar Solution

- Existing product - Tortilla Chips
- Baking Techniques

### Medium Risk

#### Familiar Solution

- Baking Techniques

#### New Product

- Sourcing Bagel making it easier and lower risks as compared to making from scratch

### Medium to High Risk

#### Familiar Solution

- Baking Techniques

#### New Product

- Less conventional product in the market
- Hard to work with

### Dough Based Bites are Not Well Received

Pasta Chips being less conventional as a snack option in the market might not be as well received.

### Cannibalisation of Existing Product

Bagel Chips may cannibalise on existing Biscotti product line as they offer similar visual presentation.

### Competitor Risk

Bagel Chips has a strong competition against Olive Young's Delight Project Bagel Chips which is more well known.

## Mitigation

- Run smaller scale to test the market first - collect feedback and iterate product
- Use a bundling promotion to minimise customer hesitation

- Highlight the different USPs of the Bagel chips and Biscotti
  - Texture
  - Flavours available: Bagel chips - focuses on savoury flavours

- Focus on brand & product awareness + product features
  - Differentiate the flavour offerings
  - More grams at similar price

# Financial Modelling

## Financial Cost Model - Assumptions

$$Q = N \times M \times P$$

**Q** = Expected Sales

**N** = Gen Z Singaporean Population

**M** = Market Penetration Rate

**P** = Purchase Probability

**Gen Z Singaporean Population Size:** 1,800,000

**Market Penetration Rate:** 8%

Bagel Chips	
Target Population = Gen Z x Market Penetration Rate	144,000
Bagel Chips Popularity	31.67%
Bagel Chips Quantity	45,600
Bagel Chips Sales Unit Price	\$4.80
Bagel Chips Cost Unit Price*	\$2.11

Churro Chips	
Target Population = Gen Z x Market Penetration Rate	144,000
Bagel Chips Popularity	26.67%
Bagel Chips Quantity	38,400
Bagel Chips Sales Unit Price	\$4.80
Bagel Chips Cost Unit Price*	\$2.11

Pasta Chips	
Target Population = Gen Z x Market Penetration Rate	144,000
Bagel Chips Popularity	21.67%
Bagel Chips Quantity	31,200
Bagel Chips Sales Unit Price	\$4.80
Bagel Chips Cost Unit Price*	\$2.11

\* Assumption: COGS = 44% of selling price

# Financial Modelling

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\* Assumption: COGS = 44% of selling price

Additional Assumptions	
<b>Cost of Goods Sold</b>	44% of Revenue (Source: MARS)
<b>Marketing Costs</b>	10% of Revenue
<b>Selling, General and Admin Expenses</b>	19% of Revenue (Source: MARS)
<b>WACC (for NPV calculation)</b>	7.50% (Source: MARS)

# Financial Modelling

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## Financial Cost Model (Year 1)

Sales		Expenses
Bagel Chip Sales		\$218,880.00
Churro Chip Sales		\$184,320.00
Pasta Chip Sales		\$149,760.00
Total Revenue		\$552,960.00
COGS (Raw Material + Packaging)		\$245,760.00
Marketing Costs		\$55,296.00
Selling, General & Admin Costs		\$107,520.00
Total Costs		\$408,576.00

### Net Profit

**\$144,384.00**

# Financial Modelling

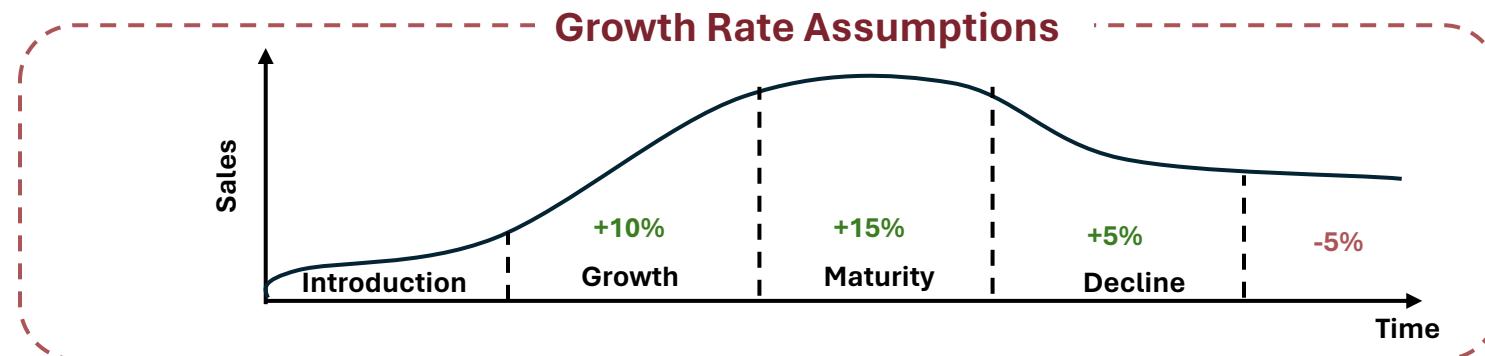
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## Net Present Value

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Revenue</b>		\$552,960.00	\$608,256.00	\$699,494.40	\$734,469.12	\$697,745.66
Cost of goods sold		\$245,760.00	\$270,336.00	\$310,886.40	\$326,430.72	\$310,109.18
<b>Costs</b>						
Product Development Cost	\$175,000.00					
Marketing Costs	\$50,000.00	\$55,296.00	\$60,825.60	\$69,949.44	\$73,446.91	\$69,774.57
Selling & General Admin Costs		\$107,520.00	\$118,272.00	\$136,012.80	\$142,813.44	\$135,672.77
<b>Net profit</b>	-\$225,000.00	\$144,384.00	\$158,822.40	\$182,645.76	\$191,778.05	\$182,189.15

NPV

\$431,885.08



**Conclusion:** Net present value (NPV) of project is positive, project is financially viable and should be considered for acceptance.

# Conclusion

## Snack Development Project

Melvados™

GOAL	RECOMMENDATION	GO-TO MARKET STRATEGIES	IMPACT
<p>Proposing a new product that:</p> <ul style="list-style-type: none"><li>Appeals to Gen Zs</li><li>Can be out on shelf within 6-12 months</li><li>Lasts long in Melvados' portfolio</li></ul>	 <p><b>Bagel Chips</b></p>  <p><b>Churro Chips</b></p>  <p><b>Pasta Chips</b></p>	<p><b>1</b> Spark The Memory With a strong, lasting first-impression...</p> <p><b>2</b> Make It Stick With moments of joy!</p> <p><b>3</b> Recall The Craving To stay top-of-mind!</p>	<p><b>Net Profit:</b> <b>\$144,384</b> <b>by 2025</b></p> <p><b>NPV:</b> <b>\$431,885</b></p>

# Ready to try some snacks?

