

Case Analysis

WOW! MOMO: The Making of India's Quick Service Restaurant Giant

Q1. What communication and product marketing strategy Wow Momo team followed and should they continue to follow the same or change it?

Current Communication and Product Marketing Strategy

Wow! Momo followed non-traditional & innovative marketing approach. It uses different effective communication and product marketing tools that are digital or through social media, public relations, etc. All these things were effectively used so far to fulfill their needs and increase the sales and revenue.

- Eye catchy logo in bright colors.
- Use of yellow color in merchandise
- Product oriented marketing campaigns
- Free samples to the customers
- Using marketing through branding, social media, public relations etc.
- Advertising and promoting brand through social media apps
- Product variety and localization in both veg and non-veg.
- Branding through social events and society help

Some examples of these strategies are:

- Momo-making competition for school children (grade 3-6) once every two months at a high-street maxi store and announcing junior Momo chef.
- Collected feedback forms providing birthday information and if customer visits in birthday month, staff wishes a happy birthday and offer free chocolate Momos.
- Used social media, asked customer to tag their outlet in a picture and they will offer complimentary Momo meal.
- In Bhubaneswar, 5 students were chosen as college ambassadors for the company, they were given Wow Momo's T-shirts, bags and other branded material and were asked to spread positive word of mouth at their colleges. These 5 students received a free Momo meal once every two weeks.
- During festive seasons, they adopted guerilla marketing, spent INR 120-150k on 200 massive printed yellow umbrellas for beach vendors, 50 promoters picked up garbage on beach wearing Wow Momo t-shirts and used company bins displaying Wow Momo Brand.
- Collected blood information of customer and serve requirements of blood in our society, asked Customer to contact them in case of requirement of any blood especially for rare blood groups O negative and AB negative.
- Followed more precisely word of mouth advertising services, call customers and ask them if Wow Momo can arrange birthday party for them.
- First customer of store is served free and served very well.
- Nearby shops are given free Momos and asked them to send their clients to Wow Momo, and subsequently these shopkeepers get 50% discount on their next purchase.
- Free Sample for new product launches.
- Company celebrated National Holidays by serving tricolored sauces and staff to wear traditional outfits.

Shortcomings in current marketing Strategy

- Too much reliance on word of mouth strategy. This limits WOW MOMO geographically and expose to risk of negative word of mouth as well.
- No pan India brand image, marketing was specific to regions and local areas.

Recommendation

- They should continue using their existing techniques as it provided them sales and revenue and also helped them to establish themselves in local market. The growth figures of company are a proof.
- On the other hand, considering the future plans where they want to tap into more customer base rather than students and working professionals, they had to build a national brand image and need a marketing strategy which can be Pan India.
- They also need to change their product strategy and bring in more diversity and variety to cater different customer base based on their local preference and at same time give them items which are pan India.

Q2. What should be the growth strategy for the company to obtain a competitive advantage?

On one hand, Wow! Momo is competing with local street vendors and other Momo selling restaurants and on other hand, It is competing with brands like McDonalds etc. which serve all 3 meals of day. In India, majority of people considered Momo as evening snack.

USP of Wow! Momo is product innovation and hygienic, fresh Momo. It should retain its core competency and expand further on this.

Wow! Momo needs to change this perception first as it will directly have an impact on its customer base and there is an opportunity to tap into a large customer base. To achieve this, It need to do product innovation and include diversity and variety in menu

- Diversify the product line to add more products like beverages, wraps and sandwiches around Momo.
- Introduce separate menus and combo meals for breakfast, lunch and dinner.
- Can try customized/personalized Momo based on customer preferences.
- Cater to local needs and habits as India has many different meals based on regions.

Wow! Momo emphasized on health aspect of their product. They can work to obtain some certification from renowned authority for hygiene, product quality and should use it in marketing. They can also work with fitness enthusiast to create new products keeping health in mind. Wow! Momo should consider expanding their target customer base. They should also focus on larger population base than just students and working professionals. Some additional strategies could be

- Increase product marketing through advertisement on Television/Cinemas or through famous celebrities. They can have local brand ambassadors for different regions.
- Product innovation and variety to cater different customers, regions and for breakfast, lunch and dinner
- More flexible and adaptable formats of retail outlet like carts, trucks, kiosks etc. which will help Wow! Momo to open stores fast and be mobile in areas like parks, malls, stations, corporate offices etc.
- Wow! Momo can adopt transparent kitchen option to showcase and market its hygiene standards.
- Consider sponsoring events to reach out to more public and customer base.
- Think of unconventional route and start in catering services in big events, marriages etc.
- Develop pricing strategies for different market to have sustainable competitive advantage
- Create a feedback channel along with customer service as it relies heavily on word of mouth marketing.
- Consider including different distribution channels like food delivery apps, delivery at home, drive-in etc.
- Try and explore global opportunity to gain exposure of international food market.
- Create its own digital platform to connect with their customers and provide more diverse services.