



mamá oso  
B A K E R Y

MDCB S2 Group 6







# Intro

## Mama Oso

An artisan bakery operating in the Mercado de Diego de León Madrid.

## Products & Services

- Celebration cakes
  - Tres Leches
  - Red Velvet
  - Carrot Cake
- Specialty sweets
  - Ositos
  - Pizzelas
- Custom event orders
- Take-away treats

## Our Approach

- Strategic brand relaunch
- Reframing Mamá Oso from a bakery into a **place of belonging**





# Category Analysis

Madrid's bakery scene is expanding...

947

bakeries in Madrid

~€7.6 B

Total revenues bakery  
market in Spain in 2025

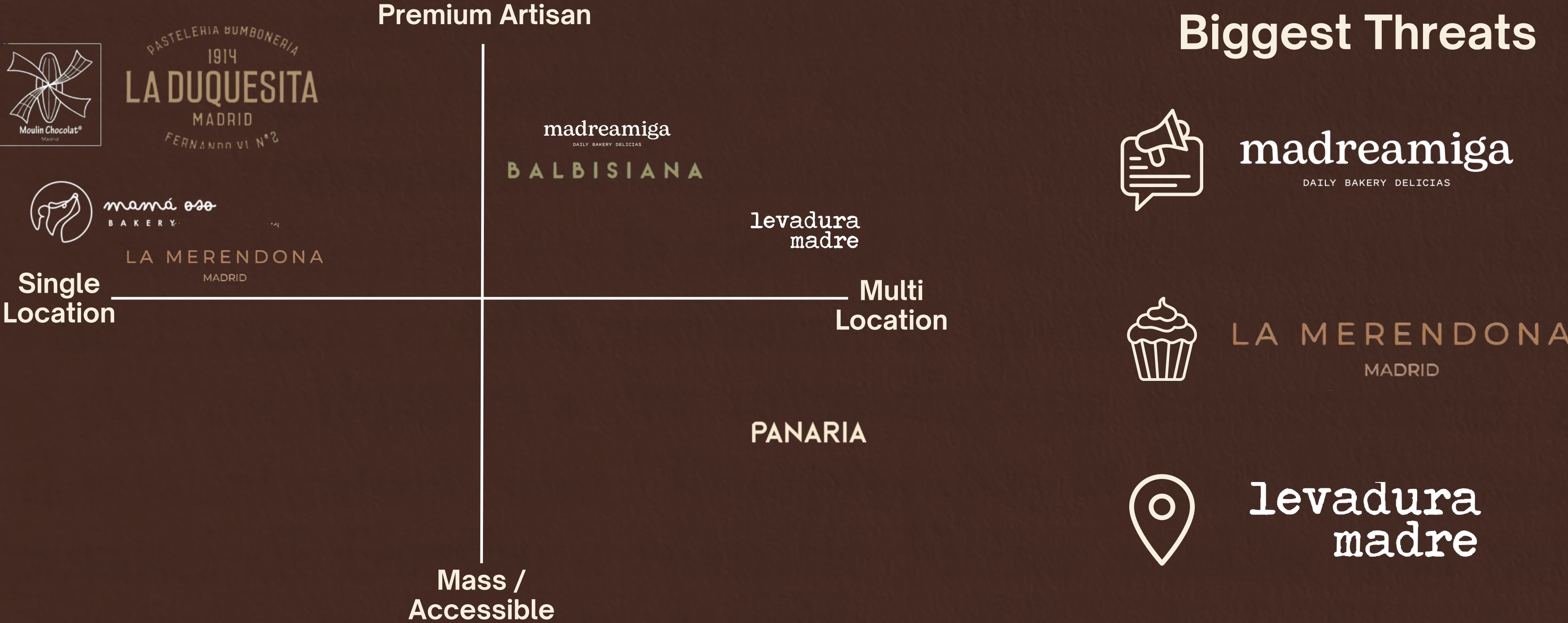
2.11%

Of Spain's national  
growth since 2023.





# Competitive Landscape





# Customer Insights

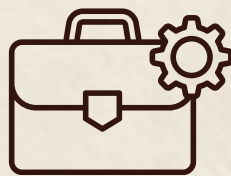
## Context



The area around Mercado Diego de León attracts a highly international community



Nearby universities bring international students who often stay in Spain after graduating



Neighborhood has many Latin American immigrants working in local services and small businesses



Mercado Diego de León includes multiple Latin American-owned food stalls





Average # of immigrants Spain gets per year

626,000

Immigrants are NOT a niche audience, they represent **a major segment of Spanish society.**



# Customer Insights

## Behaviors



Artisan quality is now expected, not differentiating



Consumers seek authenticity and cultural heritage



Bakeries are valued for experience and atmosphere



For people starting a life in a new country, familiar cultural rituals become important



Everyday places like bakeries and cafés become spaces of comfort and connection

## Insights

When everything around you is new, the places that **feel familiar and welcoming matter the most**

Consumers may come for the pastry, but they return for **how the place makes them feel.**





# Market Opportunity

Neither competitor owns emotional territory. Neither competitor has a human story at the center of their brand.

**This is the space Mama Oso can claim.**



# Brand Strengths



## High Product Quality

Delivers strong product quality, confirmed through first hand research



## Memorable & Warm Name

“Mamá Oso” is distinctive, emotionally resonant, and easy to remember

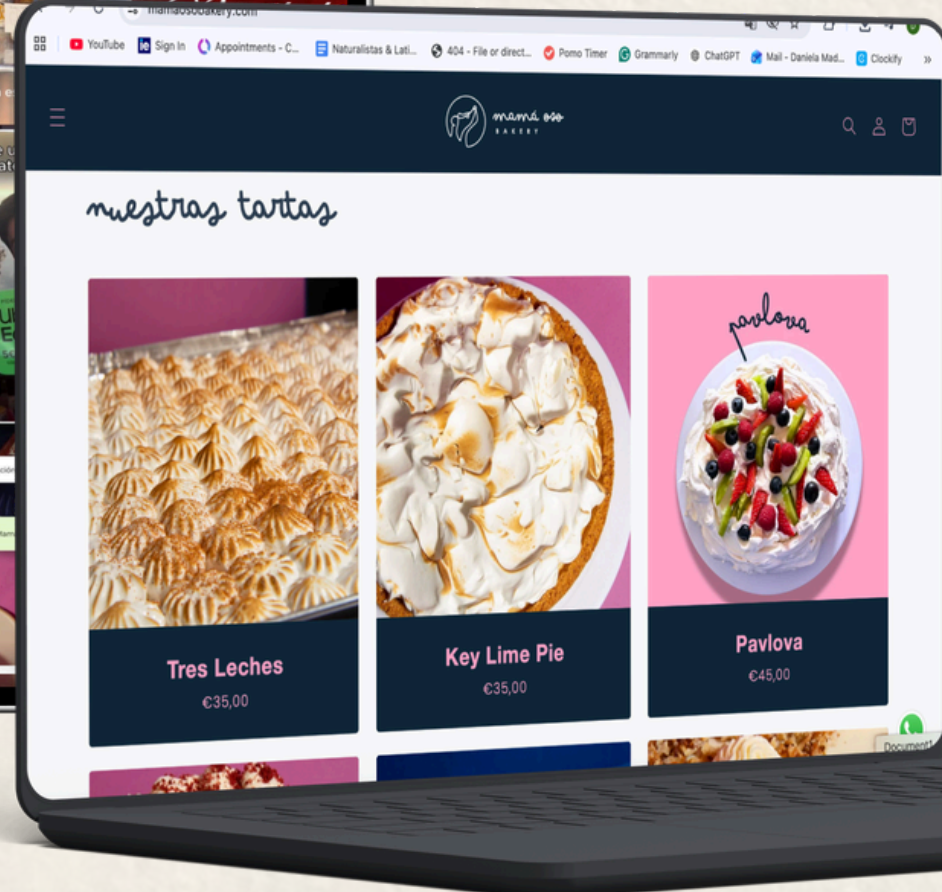
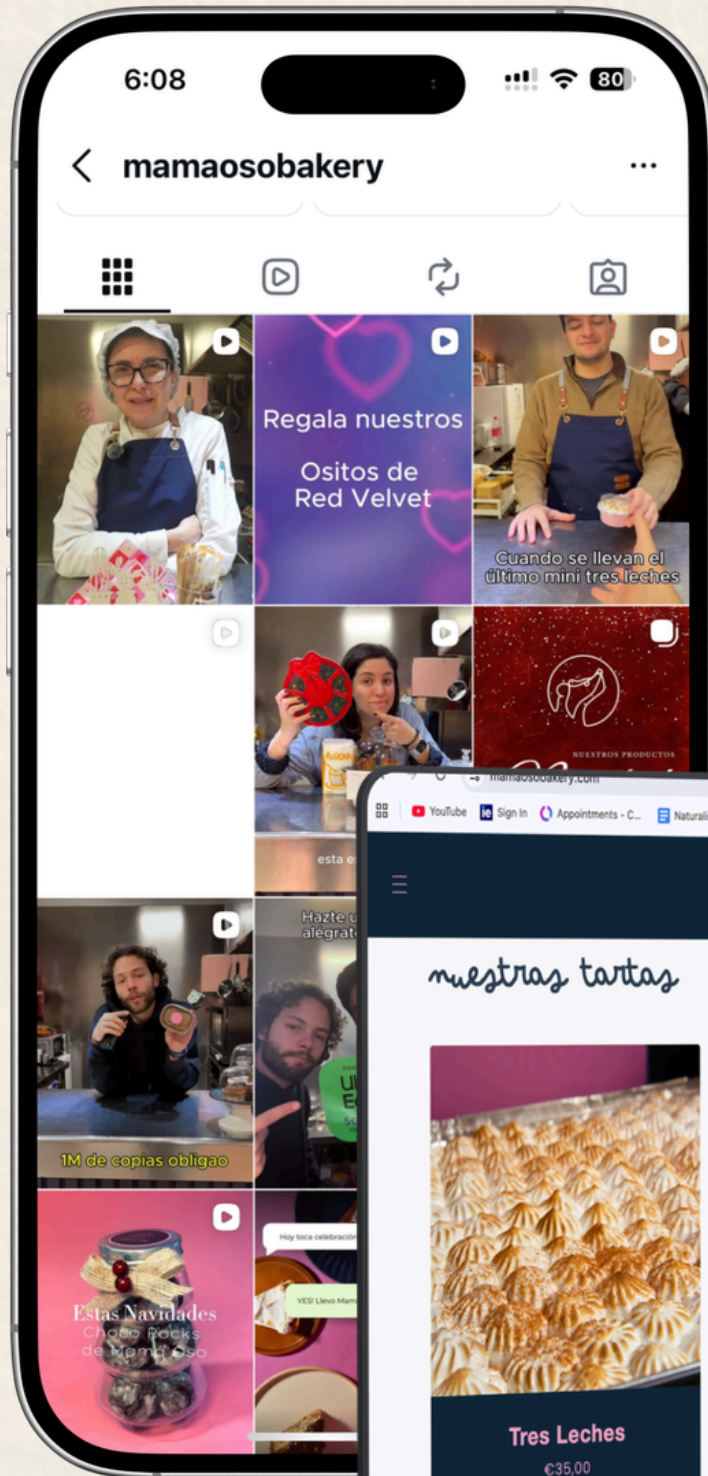


## Authentic Origin

Founded by Venezuelan couple who moved to Spain in search of new opportunities. Formerly a surgeon and pediatrician, they turned a lifelong passion for baking into Mamá Oso. Today, the founder personally runs the bakery



# Brand Weaknesses



Founder story is powerful but not clearly communicated



Messaging is too product/quality focused

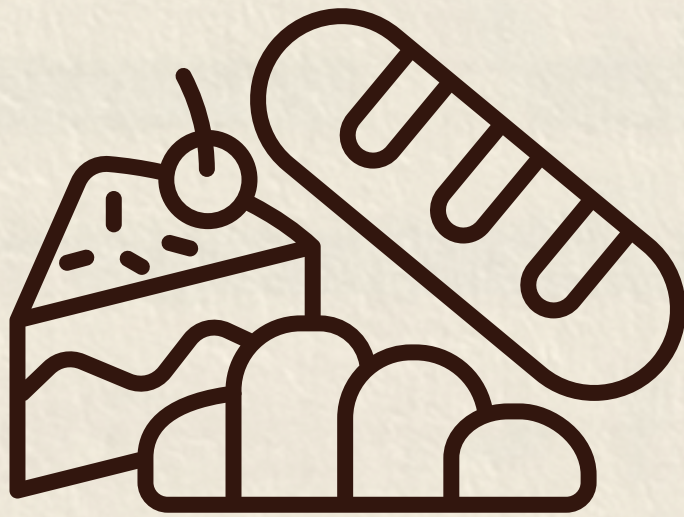


No clearly defined audience or point of view

They focus on the “what” when they should be focusing on the “why”.

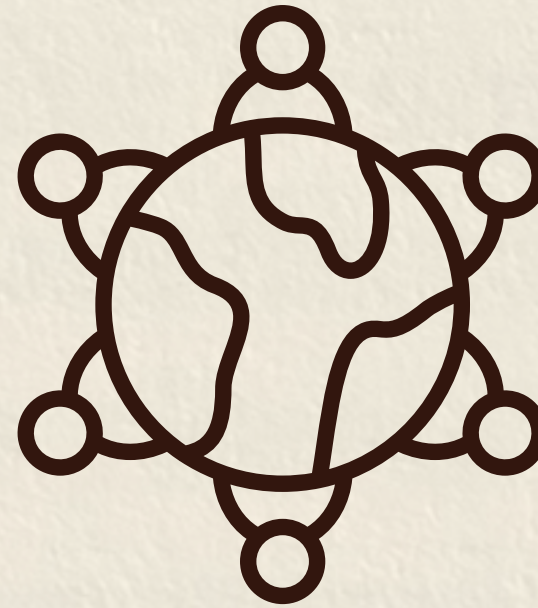


# Strategic Territories



## 1. Everyday Sweet Moments

A bakery that turns small daily routines into moments of joy



## 2. A Meeting of Cultures

A bakery where different traditions and recipes come together



## 3. The Emotional Refuge

Rooted in immigration. Bakery becomes place where people starting a new life can feel welcome and connected



# THE EMOTIONAL REFUGE

The warmth of home, made by someone who had to rebuild it



## Emotional Warmth

universal human need for comfort, belonging, and care



## Cultural Authenticity

the immigrant story as the realest proof of love and identity



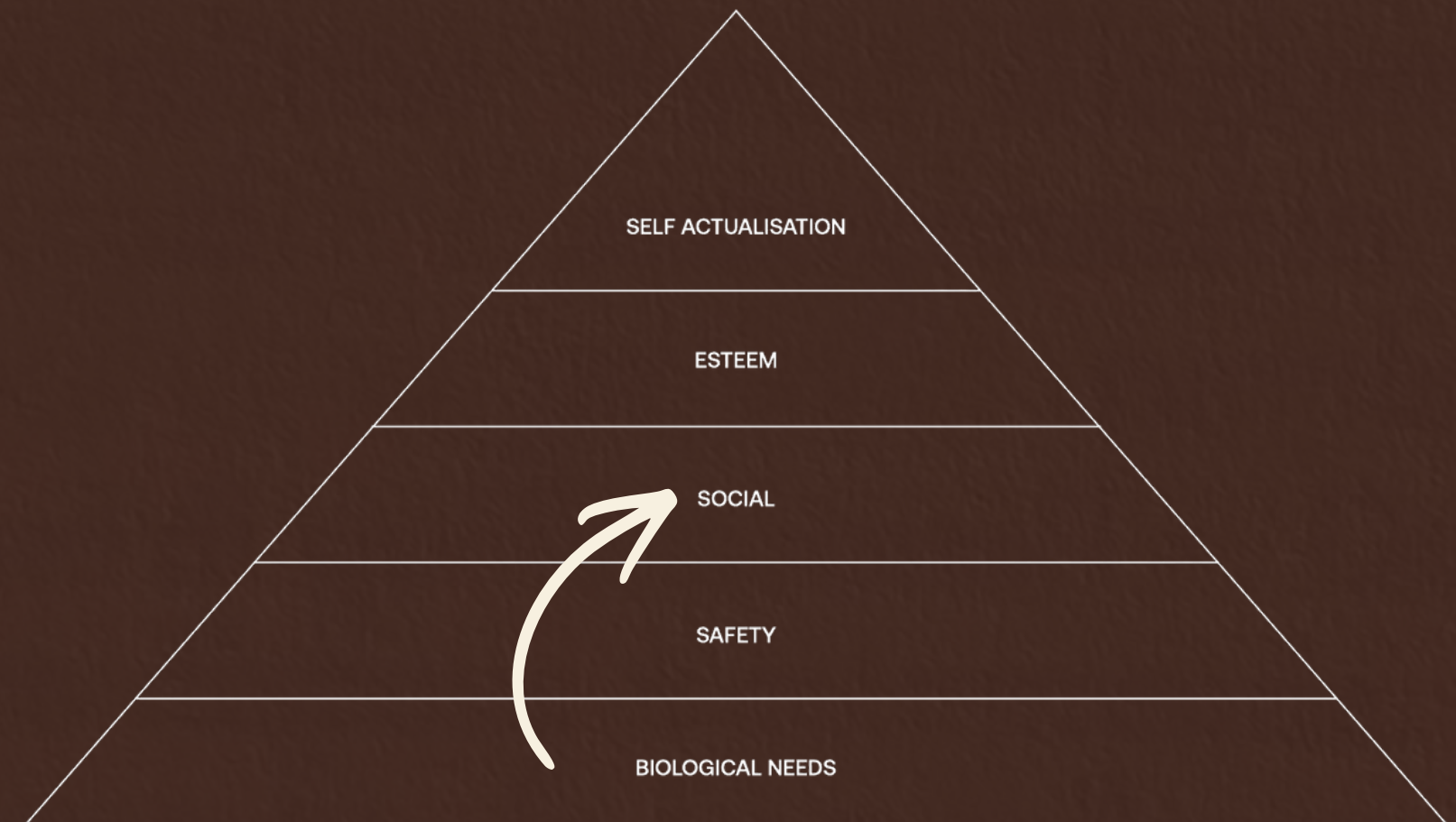
## Community

A space of comfort and connection



## Everyday Refuge

a pause in the city's noise, grounded in something genuinely real



Mamá Oso moves from just food, **to belonging**



# Our Vision



To redefine the modern bakery as a cultural space where new beginnings find belonging



# Purpose & Positioning

## Purpose

To create moments of warmth and belonging for people building a life far from home

## Target Audience

- Immigrants & newcomers
- building a life in Madrid
- 28-45 years old

Look for places that make them feel **grounded and connected in a new environment**

## Positioning Statement

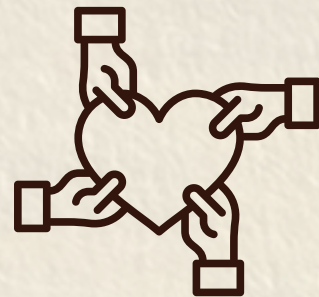
**For** Immigrants and newcomers building a life in Madrid,

**Mama Oso** is the neighborhood bakery that offers a genuine moment of emotional refuge and belonging,

**Because** its rooted a founder's immigration story and her personal take on classic bakes, made with care.



# Values & Principles



## Warmth

We treat every customer as a guest in our home



## Resilience

We celebrate the courage it takes to build a life in a new place



## Craft

We believe handmade quality reflects care and authenticity



## Community

We create spaces where people from different cultures feel connected



# Personality

## Welcoming

Customers are greeted warmly and interactions feel personal, not transactional

## Genuine

Communication is simple and honest, and the experience reflects real craft and real stories

## Protective

Looks after its community with care and attentiveness

## Joyful

Celebrates small everyday moments and shared pleasures

**If Mamá Oso were a person, she would be a warm host who welcomes everyone and makes them feel at home**





# Naming

## Master Brand

### “Mamá Oso”

- Keeping original name
- Communicates warmth, protection, and care
- fits emotional refuge territory

## Tagline

### “Un Refugio Dulce”

- Makes promise explicit
- Small moment of comfort and belonging in the city

## Product Naming System

### Sizing:

**Osito (S) · Oso (M) · Osote (L)**

- Sections:
  - Para ti (for you)
  - Para compartir (to share)
  - Un bocado (quick bite / snack)
  - Para regalar (for gifting)



# Tone of Voice

1. Warm & Conversational
2. Simple & Honest
3. Encouraging & Positive



# Tone of Voice

## Do's

- “Come in. Something sweet today?”
- “Fresh out of the oven, just for you.”
- “Everyone deserves a little sweetness.”
- “Take a break. You deserve it.”
- “Baked this morning!”

## Dont's

- “Experience our premium artisanal pastry selection.”
- “Indulge in our carefully curated dessert offerings.”
- “Limited time pastry promotion available today.”
- “Handcrafted culinary excellence using elevated ingredients.”



# Visual Moodboards



# Visual Identity & Packaging

## The Competitors

BALBISIANA



levadura  
madre



madreamiga

DAILY BAKERY DELICIAS



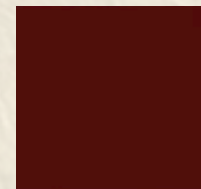
LA MERENDONA

MADRID





# Moodboard



#530F0E



#F3A0AA



#30150E



#F8E5D7

- Keep iconic pink color
  - warm, inviting, motherly
- Switch navy blue for rich dark brown
  - makes palette warmer
  - more “homey”
  - looks more authentic/heritage
  - looks less childish than their current palette



- community table



- wall with framed photos and notes of immigrant stories
- frames make it feel like a home



- 2 bear-shaped cookies on coffee, one for you, one to share



- block print art inspo for bear logo

- “Bear cave” vibes with clay walls and organic carved out shelf



- comfortable chairs
- mix match funky patterns in brand colors
- pop of color
- feels like home



- hand-written notes



# Visual Identity & Packaging



#530F0E



#F3A0AA



#30150E



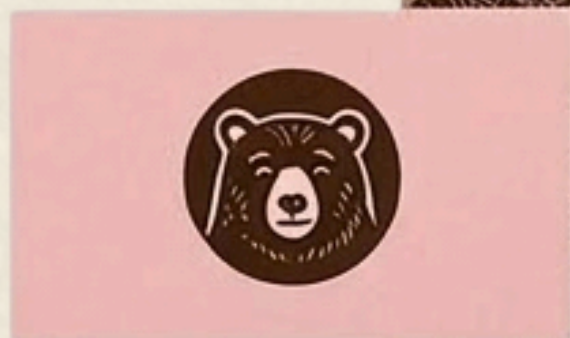
#F8E5D7



# Visual Identity & Packaging













# In-Store Experience

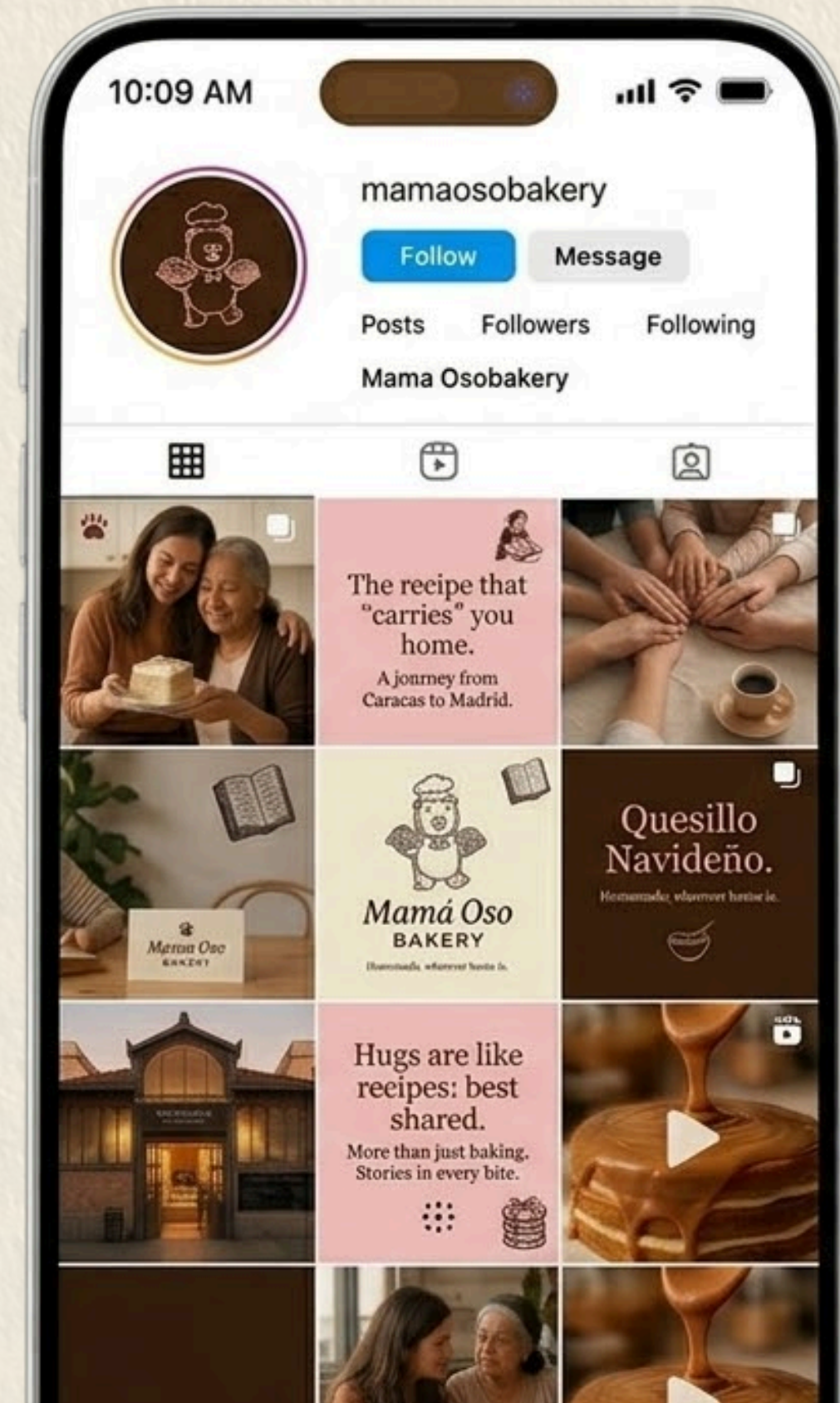




# Digital Content

## New Grid Direction

- Text posts open the story
- Product shown in context, not studio
- Bear is always the center tile
- Weekly Moments series = Build Community
- Heritage drops: each recipe launch gets a dedicated origin story post





# Digital Content

## Moments with Mama Oso Series

- Human protagonist
- Each post shows a real person and real moment, focusing on feeling, not product
- Venezuelan thread: every story loops back to the heritage
- Over time, customers submit their own moments (UGC)
- Mama Oso becomes the curator of the community's emotional archive





# Customer Loyalty

A loyalty card rooted in belonging, not discounts

- Three tiers: Cachorro, Familia, Oso Mayor.
- Based on visits and rituals, not on points.
- Why no points? Because points feel transactional.
- Your birthday gets a surprise.
- You get early access to Heritage drops.
- After twelve visits, your name goes on Mama's Wall





# Newsletter

- Monthly personal letter, not a corporate newsletter
- Written in first person, warm tone (Mama Oso speaking directly)
- Sent via WhatsApp broadcast + email

## Tone Rules

- Reads like a letter from a friend
- Max 300 words
- One emotional hook before promotion
- Subject lines never promotional

## Frequency & Channels

- Once per month only
- WhatsApp for OSO Family members
- Email for online order customers
- Same content, tone adapted by channel

MAMÁ OSO BAKERY · NEWSLETTER



**Mamá Oso Bakery**

HOMEMADE, WHEREVER HOME IS

WELCOME TO THE FAMILY

## You're in, María. Welcome home. 🐻

From now on, you're part of the OSO Family — the people who believe a good dessert is never just a dessert. It's a pause, a memory, a small act of love.

*"We carried these recipes from Venezuela to Madrid. We share them with you the same way our families shared them with us — with a full heart."*

THIS MONTH · OSO FAMILY EXCLUSIVES



**10% off Heritage Series**

*New Venezuelan recipe drop this Friday.  
Family gets 24h early access.*



**Bring a Friend**

*Introduce someone new and we'll thank you both with something sweet.*

MOMENT OF THE WEEK

*"She brought her daughter for the first time. She said it smelled like her mother's kitchen back in Caracas."*

— MARÍA · CLIENTE DESDE 2023  
*Madrid · Mercado Diego de León*

VISIT US THIS WEEK 📍

*Mercado Diego de León · Local 9 · Tue–Sun 10–20h*



# Scale & Measure

## NORTH STAR METRICS

**65+**

**EMOTIONAL NPS**

ARE PEOPLE  
RECOMMENDING US  
BECAUSE THEY LOVE  
US, NOT ONLY THE  
PRODUCTS

**45%**

**REPEAT RATE**

ARE BUYERS  
BECOMING REGULARS?  
LOYALTY IS THE SINGLE  
MOST HONEST SIGNAL  
THAT THE BRAND IS  
WORKING.

**500**

**OSO FAMILY**

COMMUNITY SIZE IN  
FIRST 90 DAYS.  
MEMBERS = PEOPLE  
WHO HAVE OPTED  
INTO THE STORY.

**10K**

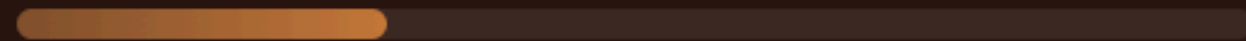
**STORY REACH**

MONTHLY STORY-  
FORMAT CONTENT  
IMPRESSIONS. NOT  
PRODUCT POSTS



## BASELINE vs. 18-MONTH TARGETS

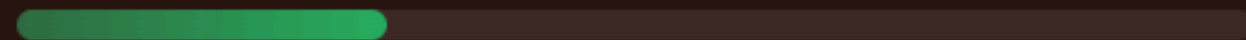
Instagram engagement rate    Now: **1.8%**    Goal: **6%**



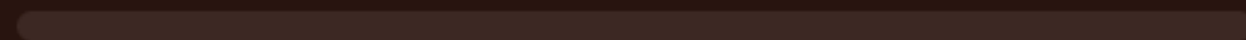
Repeat purchase rate                      Now: **22%**    Goal: **45%**



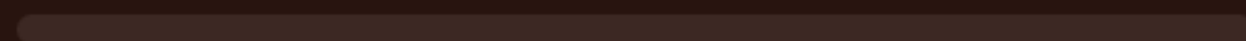
Web avg. session (min)                  Now: **0.75m**    Goal: **2.5m**



Email open rate                              Now: **0%**    Goal: **45%**



NPS score                                      Now: **0pt**    Goal: **65pt**



*Baselines estimated from current social data and Madrid artisan bakery category benchmarks.*

## PHASE 1: AWARENESS & STORY

*Make the brand visible as a brand. Put the story in the world.*

## PHASE 2: COMMUNITY & SYSTEM

*Build the infrastructure that turns buyers into community members.*

## PHASE 3: HERITAGE & SCALE

*Activate the cultural platform and begin building toward scale.*



# PHASE 1 KPIS (Months 1—2)

KPI 01

**Website avg. time on page**

BASELINE

**0:45 min**



TARGET

**2:30 min**

Measured via:

Google Analytics

KPI 02

**Instagram saves per post**

BASELINE

**~8**



TARGET

**50+**

Measured via:

Instagram Insights

KPI 03

**Review sentiment: emotional language**

BASELINE

**20%**



TARGET

**60%**

Measured via:

Manual review audit

KPI 04

**About page visits / total visits**

BASELINE

**0%**



TARGET

**15%**

Measured via:

GA4 page report



# PHASE 2 KPIS (Months 3—6)

KPI 01

## OSO Family members

BASELINE

0



TARGET

500

Measured via: CRM / WhatsApp list

KPI 02

## Repeat purchase rate

BASELINE

~22%



TARGET

45%

Measured via: POS / Shopify data

KPI 03

## NPS score

BASELINE

N/A



TARGET

+65

Measured via: Post-purchase survey

KPI 04

## Email / WA open rate

BASELINE

N/A



TARGET

45%+

Measured via: Mailchimp / WA Business



# PHASE 3 KPIS (Months 6—18)

KPI 01

**Revenue from Heritage Series drops**

BASELINE

€0



TARGET

€2K+/drop

Measured via: **Shopify + POS**

KPI 02

**Press / earned media mentions**

BASELINE

0



TARGET

5+  
features

Measured via: **Google Alerts**

KPI 03

**Catering revenue tier**

BASELINE

€0



TARGET

€1.5K/month

Measured via: **Booking tracking**

KPI 04

**Social community size (IG followers)**

BASELINE

~800



TARGET

5,000+

Measured via: **Instagram Insights**