



 B R I D G E
V A L L E Y
G R O U P

cracked.
FOODSERVICE MARKETING
CASE STUDY



Not your average joe

Supporting a hot bevs brand through change

Bridge Valley Group (BVG) is a family business that has been around for 30 years, providing companies with tea and coffee machines and equipment solutions, consumables and ingredients. It's built its business on respect and reliability as well as being highly ethical, which has translated into long-term client partnerships.

So far, so good. But when the business relocated its HQ from Bristol to Cardiff in the spring of 2016, it lost its in-house marketing resource.

What made this loss trickier was that BVG had big plans for growth – big ideas for new products, markets and services.

Suddenly, the senior team were faced with a dilemma. Recruit fast for a replacement or bring in expertise to guide the company through the short term and help them look to the future too. So Darryl Devenish, Managing Director of the business, went hunting for foodservice and contract catering marketing experts.



“It’s fair to say that we didn’t really know what we wanted or what we needed when we found Cracked, yet we talked through our ideas with them and one of their greatest strengths was how quickly they grasped concepts and worked out what was required.”



Say no to the yes-men

“That’s the advantage of an external resource who knows the industry really well and who doesn’t walk on eggshells”

It’s always nice to be reassured that you have a good idea or you’re heading in the right direction, but it’s also good to be respectfully challenged when appropriate too. After some in-depth collaborative discussions, a two-phase proposal was developed which would help BVG take the growth steps it wanted in a controlled way.

First step: understand the context of the current landscape – consumer, client and competitor. Quite rightly, BVG wanted to be well prepared before making any big decisions. So we set out to investigate the market across each key area:

- The overall coffee market – published and desk research into overall coffee trends, market size and brands.
- Consumer behaviour in particular environments – schools, colleges and universities, hospitals and workplaces.
- BVG’s competitor set – who they are, how they position themselves and their USPs.
- Their clients – a set of 15 in-depth qualitative telephone interviews and an online quantitative survey sent to all clients to understand from them directly the areas of opportunity, the focus from BVG that would benefit them most and what they’d like to see more and less of.

Six weeks later, BVG had a stack of valuable data and a series of short-term and long-term recommendations from us, based on facts from the research and practicality from our knowledge of the industry.

“We wanted someone who was going to bring a different perspective to our thinking – and back it up with credibility. That’s the advantage of an external resource who knows the industry really well and who doesn’t walk on eggshells to protect what you think you know.”



The second phase was a six-month retainer, with two members of the Cracked team assigned to supporting the business on a set number of days per week, one day located physically in the Cardiff office to get close to the team. The tasks? To support the team with the immediate marketing requirements as well as building solutions for the future. And we got a lot done:

- Created and implemented a communications plan (something the BVG clients said was important to them), with regular e-communication, new social media channels and automated surveys for feedback after a machine installation or maintenance visit.
- Segmented the client base based on annual spend and created a contact plan to give the BVG team the structure to stay in touch – another requirement that emerged from our research.
- A rewrite and redesign of existing literature for BVG’s innovative café solution and award-winning Ultrakart offers, including client case studies to strengthen the brand and clarify the benefits.
- Seasonal marketing can be tremendously powerful in foodservice – if it’s done right. We guided BVG through devising and testing new seasonal drinks including recipe development, ingredients lists and photography whilst giving the point-of-sale design a creative refresh too.
- Costed an annual marketing budget and helped with the recruitment of an in-house marketing manager so that BVG would be able to manage its own day-to-day marketing more easily.
- Achieved cost savings for print by sourcing alternative providers.

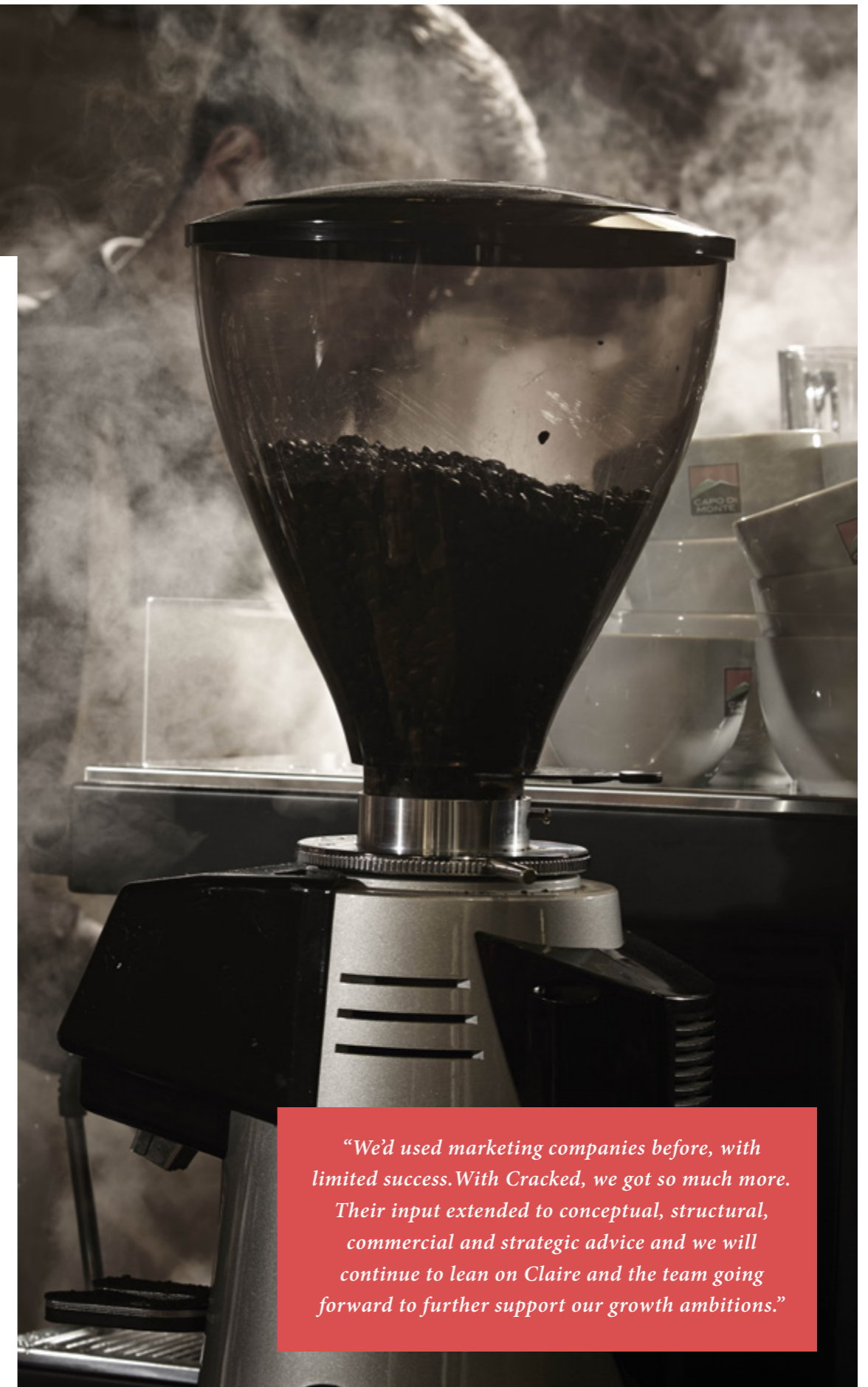
Then the big stuff

“We’d used marketing companies before, with limited success. With Cracked, we got so much more.”

Groundwork done, we worked on rebranding BVG’s coffee tower concept – a self-serve coffee solution similar to COSTA Express - for a more consumer-centric look and an appeal that reaches beyond BVG’s core healthcare market.

Rebranding ready, we worked with the BVG team to flip the coffee machine rental model on its head, wiping out the risk for would-be clients and balancing the profits nicely for everyone involved. And it’s going down as smoothly as a hand-crafted speciality beverage.

“Cracked added most value with their concept clarification and branding design, which wouldn’t have been possible without establishing where we fit in the marketplace.”



“We’d used marketing companies before, with limited success. With Cracked, we got so much more. Their input extended to conceptual, structural, commercial and strategic advice and we will continue to lean on Claire and the team going forward to further support our growth ambitions.”



To speak with us, give us a shout on
0203 026 7480 or send us an email with a few points about
your situation to hello@crackedmarketing.co.uk and we
can arrange a time with you that's good to talk it through.



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