

Consolidation for Growth

www.berrygardens.co.uk



Business Issue

Following many years of cooperation, three major players in the UK, Spanish and American berry producing markets decided to formalise their European operations into a single business. Each business brought with it specialist skills but very different cultures: Driscoll's major US consumer brand, KG Fruits' consortium of 70+ growers in the UK, and finally, Alconeras: a family-owned Spanish business with farms in southern Spain and North Africa.

Brand Architects' Process

Our starting point was to establish the business objectives which lay behind the merger of such diverse organisations, and then to ensure that the new brand was directed by those objectives, rather than simply allowing the loudest voices in the new group to become dominant. We concentrated on identifying and communicating the governing 'why' of the merger. As part of this, we developed signature field-to-fork imagery to represent the combined businesses and their pioneering new breeding programmes designed to increase the growing season and availability of its accompanying packing, logistics and customer service operations.

Outcome

The combined business re-launched in February 2007 and now accounts for over 40% of the UK sales of berries. The company is growing fast amongst northern European retailers with total revenues in excess of £200m. Today, Berry Gardens is becoming an industry reference point with Nick Marsden, Berry Garden's Managing Director, being invited on the BBC's Food programme in August 2008 as an industry spokesman. Berry Gardens has also won the Chartered Institute of Marketing's Food, Drink and Agricultural Group award for Excellence in Marketing 2008.

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