



Spreading happiness one donut at a time.

Campaign plan and marketing communications strategy

Prepared for
Banbury Cross Donuts

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Executive summary

Even as trendy, modern dessert shops pop up seemingly daily in Utah, Banbury Cross Donuts has a unique opportunity to stand out as a true Utah original and remind people about the joy of eating treats—and how timeless it really can be.

The main goal is to make Banbury Cross the leading donut shop in the Utah desserts market by increasing web traffic to the online menu by 10%, reaching an average of 2,500 daily donut sales at the Centerville and Layton locations, and signing up at least 3,000 new customers to the loyalty program.

By defining a clear brand identity, positioning, and story, and delivering a strategic, targeted communications plan, we can increase brand awareness and overall engagement. As a result, we will be able to start cutting into the overall dessert market share and reach more customers than ever, which will lay the groundwork for both immediate and long-term expansion.

Our messaging and campaign will center around this line: "Share happiness. Share a donut." This will support the core tenets of the brand—hard work, joy, community, and authenticity. We'll execute the campaign with colors and imagery that promotes warm, neighborly, friendly emotions.

The campaign will be rolled out in three phases, each six months long. It can begin at any time, but we've plotted out a delivery plan starting in June 2023. Each phase will utilize various tactics, including email, UGC, paid search, out-of-home ads, and more. Phases 1 and 2 will operate on \$30,000 budgets, while phase 3 will tentatively operate on a larger budget of \$60,000. We will perform several marketing performance tests to evaluate success and adjust future plans as we build into the future.

Background, analysis, and challenge

Since opening in 1986, Banbury Cross Donuts has become a staple of the Salt Lake City community and is a pride of the state of Utah. With its classic donuts at incredible prices—and a focus on timeless flavors like glazed, chocolate, strawberry, old fashioned, maple, and more—it's more than just a donut shop. It's a time capsule to simpler times.

But the days of simple dessert shops are gone, replaced with a crowded Utah dessert market with trendy shops popping up left and right, clamoring for audience attention. Now, Banbury Cross is on a mission to bring people together and create happy moments they can share now and remember forever. But without a strong brand identity or clear marketing strategy, Banbury Cross is in danger of losing out on the massive potential of the booming market.

In fact, Utah is at an advantage, poised more than any other state for success in this industry:

- It's the fifth state in the country when it comes to donuts consumed per capita (Square).
- Its revenue growth rate for coffee and snack shops is the highest in the country at 8.17% (IBIS World).
- It has the highest establishments growth rate at 6.24% (IBIS World).
- It has the highest wages growth rate at 7.93% (IBIS World).

In a world of trendy brands popping up quickly and fading away just as fast—from cookie delivery brands to flavor-shot soda shops—it's difficult to feel understood or seen. Especially when those brands feel less local and more like distant national chains. It's within this environment of treat shops focused more on themselves than their customers that Banbury Cross has a massive opportunity to remind people why they fell in love with local treat shops in the first place—the classic flavors, the feeling of community, and the lasting sense of happiness.

All told, this is Banbury Cross's main challenge right now:

Increase brand awareness and engagement, and define the brand identity and story, all as a foundation for further expansion in the near future.

Research takeaways

My plan

With my research, I set out to understand and outline the following aspects:

- The audience and defined, discrete segments
- The competitive landscape of the Utah dessert market
- Perceptions around the Utah dessert market
- Perceptions around the food and beverage industry in general
- The right story to tell for Banbury Cross

Survey results

My 20-question survey garnered 266 responses. Here are a few key points:

- People don't want Banbury to have weekly donuts. It's too trendy, and they'd rather just have the staples.
- But they're definitely open to a more seasonal offering, maybe an additional special donut per month.
- Utahns are drawn much more to local shops than the big national chains. This means even as Banbury expands, it needs to continue to ring true to its Utah roots.
- Utahns also value local, small businesses over the convenience and price points of big chains.
- People associate the words *classic*, *timeless*, *genuine*, *welcoming*, and *familiar* most with Banbury Cross.

Secondary research

Here are a few of the core points from my the secondary research

- Donuts are the second most popular product purchased from a bakery (48%) behind cookies (52%) (Mintel).
- People primarily buy for themselves and children (Mintel).
- Half of donut consumers eat them at the office or at a party (Brisan Group).
- 90% of people eat donuts as a treat, with 70% agreeing that they eat for the taste (Brisan Group).
- The top three factors to succeed in the dessert industry are **clear market position**, **effective cost controls**, and **franchise operations** (IBIS World).
- The largest product segment in the dessert market is coffee (IBIS World).
- The top three most important factors for food experiences are **taste** (63%), **freshness** (34%), and **cost** (31%).

Research takeaways

Focus group 1: Non-Utah residents

I met with 5 people virtually, who had never had any interaction with Banbury Cross, and these were some main talking points:

- People would be interested in a donut shop with more seating, like a blend between a donut shop and a coffee shop. Somewhere they could socialize and share some donuts and coffee.
- Initial reactions to the logo were unfavorable, but as the conversation continued, people agreed that although they didn't understand the logo, the vibe they got was that it represented a place that sold great donuts.
- Participants had a strong aversion to national chains, even though they were people who love experiences at certain chains.
- Even though coffee is so popular now, participants weren't necessarily more drawn to a shop that offered lots of donuts and lots of coffee. Instead, they emphasized that the quality of the food being served was the most important thing.

Focus group 2: Utah residents

I met with 6 people in person, who were at least somewhat familiar with Banbury Cross, and they offered these key insights:

- Participants mentioned that loyalty programs are something that draws them to other dessert brands in Utah. Something tied to a phone number or a credit card where they can earn points that go toward a free product or discount.
- Reactions to the logo were mildly negative but with a foundation of understanding. Even though they didn't care much for it, they all agreed it's immediately recognizable and it's ingrained with Salt Lake City as a community.
- There wasn't much interest in experimental flavors, and participants overwhelmingly preferred classic flavors like raised glazed, old fashioned, and chocolate. Though they did also mention they enjoy seeing a variety of flavors and styles at the shop.
- People agreed that the interior of the shops needs to be more inviting, and ideally, they would be a bit bigger. The nicer interior would encourage them to spend more time at the shop, even if they didn't plan on staying for a long time.

Goal and objectives



Goal

Make Banbury Cross Donuts the leading donut shop in the Utah dessert market.



Objectives

Increase web traffic to the online menu by 10%.

Reach an average of 2,500 daily donut sales at the Centerville and Layton locations.

Sign up at least 3,000 new customers to the loyalty program.

Strategy overview

The *Share happiness. Share a donut.* campaign



Phase 1: Boost awareness.

- Build a brand-new, more robust website with more content, including a brand history, values, available flavors, locations, testimonials, and more.
- Expand branding kit for a wider use across properties.
- Create more meaningful social content that showcases the brand's values.
- Heavily promote the loyalty program through engaging social ads.
- Run one contest per month on social, whether alone or in partnership with local brands.
- Print the brand story inside each box of donuts.



Phase 2: Increase engagement.

- Roll out OOH advertising on public transit, including select FrontRunner, Trax, and bus lines, all pointing to the loyalty program.
- Start encouraging followers to post media of themselves enjoying donuts or locations, and repost and add into the website.
- Purchase locally built rocking horses for each location, run a UGC contest.
- Email promo codes for exclusive use for online ordering.
- Emphasize discounts for first-time signups.
- Begin rolling out monthly seasonal donuts.



Phase 3: Prepare for expansion.

- Roll out a wider OOH advertising plan, delivering final ads to select, strategic billboards throughout the valley.
- Announce the maroon donut box, a reusable box akin to the Megaplex Megatub where people can renew an annual membership for a heavy discount on donuts.
- Introduce Bart, the new Banbury Cross mascot, who will do surprise donut drops at hospitals, homeless shelters, etc.
- Begin rolling out expanded coffee offerings.
- Direct mail to zip codes around the new location with promo code or discount, as well as QR code to loyalty program.



Target audience 1

Working Gen Xers who want achievement.

Name: Bobby

Age: 50

Profession: Sales director

Residence: Draper, UT

VALS profile: Achievers

"I don't care so much about trendy flavors or what a shop is like. I just need a wide array that I can grab on my way into the office where I can share with my coworkers or clients. At the end of the day, as long as it tastes good, it's worth the money."

Overview

These people are committed to achievement at all levels, which means they value hard work and moderation across the board. They're looking for brand interactions that can prove meaningful value for them and their loved ones. But most of all, because they're fully scheduled, they need food experiences that balance speed with quality.

Demographics

- Men and women aged 43–58
- 80% white, 12% Hispanic, <1% Black
- More likely to have children
- Salary range \$125–150K

Need state

- Must feel a certain level of security with any brand relationship
- Doesn't care about anything fancy or frilly—perfectly content with classics
- Needs stability and familiarity in a world that's made them deal with constant change

Beliefs and attitudes

- Hard work and success are crucial to life
- Resourceful, independent, and self-sufficient
- More likely to develop brand affinity with good brand experiences
- They just get stuff done and value brands that likewise just get to the point

Key motivations

- Work relationships and career fulfillment bring high levels of satisfaction
- Looking for products that help cultivate relationships with clients and family

Barriers to action

- Busy schedule and heavy commuting traffic
- Limited locations, no shops close to home or on the way to work
- Long lines or long waits to order by phone



Target audience 2

Familial millennials who love experiences

Name: Madison

Age: 31

Profession: Senior marketing analyst

Residence: Farmington, UT

VALS profile: Experiencers

"I love my treats, but I need them to be ultra convenient and tailored for even the pickiest of kids. And when it comes to looking into brands, I prefer local over national. But really, it's all about quality and if a brand can give me a great experience from start to finish. Oh, and the cheaper the better."

Overview

These are friendly, sociable people who want great experiences first, and great products second. Which means for food experiences, everything from the online menu to the in-store layout is just as important — if not more so — than the food itself. And because they're busy with families, convenience is paramount.

Demographics

- Men and women aged 27–42
- 83% white, 10% Hispanic, 1% Black
- Likely to have children
- Salary range \$75–115K

Need state

- Cares about convenience and ease of access more than anything
- On the lookout for something the whole family, especially kids, can enjoy at a reasonable price
- Needs something to make them feel good—most millennials are either overly anxious or overly stressed

Beliefs and attitudes

- Health conscious but recognizes the time and place for a good treat
- Prefers to buy local over a chain, but won't immediately discount a chain
- Attracted to brands that create meaningful relationships with customers

Key motivations

- Prioritizes family life over work or other social activities
- Finds deep meaning and connection in social interactions
- Price point is a bigger factor than recommendations

Barriers to action

- Busy schedule and not much spare time
- Crowded dessert market—will be drawn to cookies and soda more than other audiences
- More convenient options located closer to home



Target audience 3

Friend-focused zoomers who strive for more

Name: Olivia

Age: 20

Profession: Student/intern

Residence: Salt Lake City, UT

VALS profile: Strivers

"If I'm going to be spending money on sweets, it has to be good. And it's not going to be from a big brand. I'll support local, but even then, I need to see that a brand is more about a purpose beyond just taking my money. And if it's somewhere I can hang out with friends, even better."

Overview

These people represent the future. They're fun-loving dreamers with strong social ties to their best friends. Though they don't know exactly who they are yet, they know who they want to become. When it comes to brands, they seek genuine connection. But more than anything, they need to see that brands are committed to causes beyond themselves.

Demographics

- Men and women aged 18–26
- 70% white, 20% Hispanic, 5% Black
- Less likely to have children
- Salary range if employed \$50–80K

Need state

- May be pretty tight on cash, not a big budget for eating out
- Wants something social that can be shared with friends
- Needs to know that when they buy from a brand, their money goes to more than just a product

Beliefs and attitudes

- Won't waste time or money on things they perceive to be low quality
- Cares about what a brand stands for more than what they sell
- Least likely to develop affinity toward brands
- Will be more likely to shop at brands more invested in digital experiences

Key motivations

- Gets the most out of authentic connections with friends, family, or coworkers
- Seek to be accepted and seen as cool
- Will buy something their favorite influencer loves or promotes
- Always on the lookout for exclusive, sustainable buying options

Barriers to action

- Costs of products and sluggish wage growth
- Lack of transportation to a shop
- Not close enough to a shop with delivery options
- No proven value to them

Consumer insights and value prop



People don't eat donuts because they taste good. They eat donuts for the memories they make with people while eating donuts.



Utahns lean on sugar as their cultural vice because it represents a unique aspect of the state that everyone can be a part of.



People are drawn to donuts because they're a social treat. When you buy donuts, you buy them to share.

Be a kid again with the most timeless treats in Utah.

Banbury Cross Donuts can help Utah dessert lovers find a place they can rely on to deliver their favorite flavors with the timeless touch that never goes out of style—like a trusted friend they know will always be there for them.

- Enjoy a wide variety of classic flavors that never get replaced or shelved for trendy, experimental ones.
- Get a box of donuts for whatever occasion you need—a client meeting, a birthday party, even a wedding.
- Treat yourself with familiar treats that help you remember the past fondly while forging new memories for the future.

Current state vs. future vision

Current

Banbury Cross Donuts currently faces these communications challenges:

- No strategy or intention behind social media content—just posts to keep the accounts on life support
- Two Instagram accounts, each posting different things
- A single Facebook account with low interaction and engagement
- A barebones website that lacks a clear identity or valuable content
- Inconsistent advertising in outdated media (i.e., a single ad sometimes in a limited run city newspaper)
- Limited brand identity and no brand strategy
- No ability to order online or for delivery at the flagship location
- No Twitter account
- No TikTok account
- No investment in digital or physical advertising
- No content marketing or paid search ads
- No influencer or partnership marketing
- Uninviting interiors with limited seating
- Lack of messaging around the loyalty program
- Disconnect between new locations and the original one

Future

To move toward a more modernized version of Banbury Cross, the brand will need to start making a few changes:

- Create intentional social media content designed to represent the brand and engage followers
- A robust website that includes valuable, relevant content like a brand story, list of donut offerings, brand values, etc.
- A single, focused Instagram account that focuses more on a millennial audience
- Refocused Facebook messaging that targets Gen X audiences
- A new TikTok account that targets Gen Z audiences
- A revamped brand identity that's extensible across all physical and digital properties
- Connecting the original Salt Lake City location with current digital operations to streamline and improve customer experiences
- Invest in digital and physical advertising, including paid search, influencer marketing, partnerships, and more
- Reimagined interiors that are more inviting and comfortable, while maintaining a sense of classic charm
- Stronger promotion of a single, central loyalty program

Detailed **phase 1** strategy

The entire campaign across all phases will focus on this theme: ***Share happiness. Share a donut.*** Because although every audience is different, they all have one thing in common—they buy donuts to share, and donuts make people happy. The first phase, spread over six months, will focus on increasing brand awareness. These are the key channels and tactics to focus on in this phase.



Website

A major focus must be to make the website much more usable and more strategic. Besides having a strong landing page, it must also showcase donut offerings, link to location-specific menus, promote the loyalty program, highlight the brand story, and define what the brand stands for. Essentially, the site needs to become the cornerstone of brand expression and a hub for the customer shopping and buying experience.



Identity

Another major initiative will be to kick off a complete brand identity kit that officially codifies brand colors, logos, and positioning. This will help maintain consistency and boost brand awareness and recognition across all owned channels and audience segments. Particularly, we will begin to print the brand story on the inside of all donut boxes, with QR codes for the loyalty program and info to access the website and social media accounts.



Instagram

Instagram will become much more engaging, centered on wholesome, heartwarming content like showcasing donut donations to children at hospitals, people at homeless shelters, or even just random people on the street. We'll also start doing weekly donut drops at well-known locations. We will also create polls and initiative giveaways to improve reach and follower count thereby getting the brand name and identity to more people.



Email

Email will be the primary driver of the new Banbury Cross monthly newsletter, which will include a monthly special donut announcement, a limited-time discount or promo for loyalty program members only, and links to key social media channels. We will explore potential to incentivize sharing links—for example, if a customer shares the loyalty program with a friend, they can get half off.



Search and display

Remaining budget will be allocated for paid search marketing and targeted pay-per-click display ads. PPC ads will be specifically located on the primary media brands in Utah — KSL.com and Deseret News, and we will run three separate batches of ad content aligned to the three core personas. All ads will drive to the loyalty program signup on the website.

Detailed **phase 2** strategy

With the website and identity in place, budget will allow for more aggressive marketing tactics in this phase, this time leaning even more into engagement. The goal here is to not just get more people talking about the brand, but to get more people interacting with the brand beyond simply buying donuts—learning more about what the brand means. Phase 1 tactics will still be in play, and these new tactics will be added to the strategy.



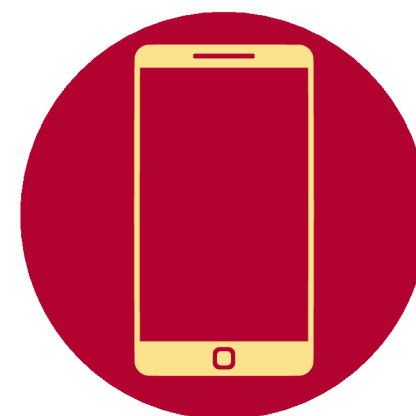
Transit

With the additional budget available, we'll start rolling out physical ads onto strategic FrontRunner, TRAX, and bus lines. Specifically, we'll target the green and blue bus lines and the red TRAX line, as these are the most immediate transit lines to the main location. On FrontRunner, we'll get ads inside the trains on both north- and southbound trains to generate awareness and more loyalty program signups.



Social media

We'll maintain the momentum from phase 1 Instagram work and start a TikTok account. We'll promote TikTok on Instagram and in email to generate more followers, and we will do an exclusive TikTok giveaway for the same reason. Content on TikTok will be similar to Instagram, but will include free donut drops at local universities and colleges (the University of Utah, Weber State, SLCC).



UGC

Once TikTok is up and running with a decent following, we will start including a user-generated content (UGC) strategy as part of the overall social approach. We will incentivize people to visit the shops and post pictures that will be reshared on branded accounts. It will also be shared on the website testimonials page with user-generated Google reviews. Customers will be incentivized to share with a drawing at each location each week for a free half dozen.



Content

Start partnering with the top 3 or 4 local food bloggers to promote the brand with different topics of content. Topics could include top donuts at the shop, a ranking of the locations, underrated flavors at the shops, favorite memories associated with the brand, and so on. This way, those bloggers' followers will be invited to investigate the brand. We can then post about it, mention it in the newsletter, and so on.



Radio

Tapping into the radio market would be huge in Utah, since the primary method of transportation is by car. We'll target ad time on a few of the biggest stations, namely 103.5 FM, 100.3 FM, and 102.7 FM. We'll buy ad time during the morning commute, inviting people to stop in on their way in to work, to college, or to home after dropping the kids off at school.

Detailed **phase 3** strategy

The plan is that after successful phases 1 and 2, we can potentially double the marketing budget for phase 3. This will allow us to pursue more ambitious tactics that will expand the brand and truly plant a cultural flag in the state and propel Banbury Cross into a strong future of expansion. As with phase 2, we will continue the phase 1 and 2 tactics and start adding on the phase 3 tactics as they make sense.



Billboards

We'll maintain transit ads from phase 2, but we'll add in at least 3 strategic billboards across the Wasatch Front: one on I-15 S before Centerville, one on I-15 S before Layton, and one on I-15 N around Draper. The first two can be mentioned for a discount, while the third will be announcing the new location. But above all, billboards legitimize the brand's presence as a staple of the community.



Direct mail

As we approach the opening day of the new location in south Salt Lake county, we will send direct mail flyers out to the surrounding zip codes. This will announce the opening day and provide everyone with a discount code as well as a QR code to sign up for the loyalty program.



Experimental

There are two core tactics here. The first is to partner with a local Utah woodworker to build custom rocking horses for each location. These will draw in customers for photo ops and can be used in the UGC strategy. The second is to hire a mascot who will represent the brand at all events, in all donut donations, and more. This mascot can also be hired for birthday parties or other special occasions. Lean into events and start emphasizing coffee more.



Expanded loyalty

We will roll out a special, reusable loyalty box. Customers will be able to buy this sustainable maroon box for a higher premium, but that will allow them to purchase a dozen donuts at a heavily discounted price. And each year, customers can opt in to a new sticker than can be added to the box to showcase their continued commitment to the brand. This also lays the groundwork for a potential branded coffee tumbler in the future.



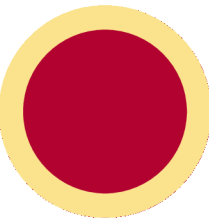
Influencer

With the larger budget, we'll be able to go after some of the bigger names in the community. We can go beyond just food accounts and start trying to get big local names like Hailey Devine or Tia Stokes. We might even look into celebrity partnerships, like Tan France or Post Malone. Beyond that, we can look into partnering with influential athletes on the Utah Jazz and local university sports teams.

Phase 1 calendar

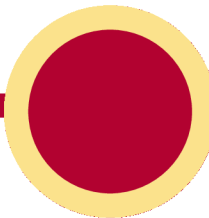
Note: Due to the more distant execution of phase 3, no calendar or timeline will be provided at this time. Should we achieve success in phase 1, I can begin planning a more tailored timeline for phase 3.

June–November 2023



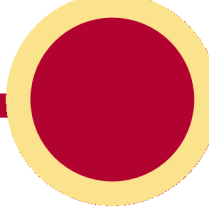
June

- Kick off website and brand extension kit with the creative team. Provide feedback throughout the month and finalize both the website and brand design system by the end of the month or first part of July.
- Film donut drops with random people on the street for Instagram. Begin contacting hospitals and homeless shelters and build those relationships for future content.
- Send out the first round of newsletters at the end of the month, announcing new monthly special donuts. For July, maple bacon. Emphasize loyalty program and offer a discount for online ordering.



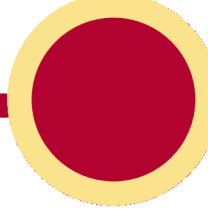
July

- Update branding across all current digital properties.
- Launch new website.
- Post new, more engaging content at a cadence of twice a week.
- Do a weekly poll on Instagram.
- Do a mid-month giveaway—follow, tag, like, and share to enter.
- Invest in paid search advertising, targeting key phrases: "donuts in Utah," "Utah donuts," "treats near me," "donuts near me."
- Deliver first batch of general display ads to Deseret Digital Media for distribution.
- Deliver next newsletter announcing August's special donut: s'mores, as well as loyalty program and new discount or offer.



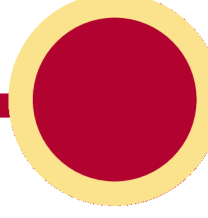
August

- Roll out new boxes with the brand story printed on the inside, as well as a QR code to the loyalty program landing page.
- Continue social content cadence, do a weekly "did you know" pulled from the brand story—for example, where the logo came from, how it started, why it's called what it is, etc.
- Deliver first batch of targeted ads to Deseret Digital Media for distribution to key targets.
- Test performance of paid search, tweak as needed.
- Deliver next newsletter announcing September's donut: salted caramel. Promo: BOGO half off on single donuts.
- Post on social about the email signup list—sign up and get 10% off next order.



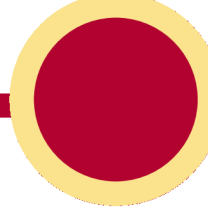
September

- Perform first round of usability testing on the website.
- Do an Instagram partnership giveaway with another local brand like Swig or Crave.
- Deliver tweaked/updated targeted ads to Deseret Digital Media for update across channels.
- Perform mid-month focus groups or customer interviews for feedback on brand refreshes and awareness.
- Deliver next newsletter announcing October's donut: pumpkin spice. Promote coffee or other beverages with a special offer—maybe a BOGO or a free coffee with an order of a dozen.



October

- Update website based on usability testing.
- Start doing weekly donut drops throughout northern Utah, at popular or well-known landmarks (i.e., City Creek in SLC, Layton Convention Center)
- Deliver new batch of targeted ad creative to get a fresh message out.
- Deliver next newsletter announcing November's donut: apple cider, and include a promo—extra 15% off the week before Thanksgiving.
- Do a brand-only giveaway on social (no partnerships, other brands) for a free dozen and two free beverages.
- Do a special round of donut drops on Halloween day.



November

- Start getting social into a solid rhythm in preparation for the next phase: one donut drop a week (location, random person, hospital, homeless shelter). Do a giveaway every other week. One poll, one did you know/quiz, one featured donut a week.
- Create ads for transit, to be delivered next month.
- Deliver fresh batch of targeted ads to DDM.
- Deliver next newsletter announcing December's donut: egg nog, including a promo.
- Do a special Thanksgiving giveaway—maybe 10 families each get 2 dozen free donuts on or around Thanksgiving day.

Phase 2 calendar

December 2023–May 2024

Note: Due to the more distant execution of phase 3, no calendar or timeline will be provided at this time. Should we achieve success in phase 1, I can begin planning a more tailored timeline for phase 3.

December

- Start the TikTok account, which will feature most of the same types of content, though with a younger tone and style. Heavily promote it on Instagram and on the website. Run a giveaway to start building a following there. Feature more Gen Z–centric content like donut drops on universities or funnier, relatable content.
- Begin promoting UGC with #mybanbury—start sharing on website with Google reviews.
- Deliver first round of transit ads to lines outlined in the strategy.
- Deliver first round of radio ads to key radio stations.
- Do a special winter holiday giveaway in the last couple weeks of the year.
- Newsletter: January flavor hazelnut and promos.

January

- Send out survey to email list, get a pulse on how people are responding to transit and radio ads and how much reach/effect they're having.
- Deliver new batch of transit ads.
- Send out updated radio ads.
- Partner with first Utah foodie blogger, outline a month-long strategy of weekly content that will drive to the website and loyalty program. Do this each month going forward.
- Start easing up on the paid search a bit and let the content marketing do that work.
- Make sure the UGC drawings are happening at each location every week—Friday is a good day so that people come in on Saturday for pickup.
- Newsletter: February flavor red velvet and promos.

February

- Perform online menu usability testing. Request any needed UI updates from Toast if needed, update other information as needed.
- Do a special giveaway for Valentine's Day, focusing on sharing with the one you love.
- Update transit and radio ads based on survey results.
- Continue promoting the TikTok account wherever possible, continue growing its follower base.
- Newsletter: Announce March's flavor, pistachio, as well as this month's online promo—BOGO half off on a dozen donuts.
- Do a special Leap Day giveaway, partner with another brand.
- Reevaluate DDM investment—either update ads or cut down a bit.

March

- Launch online menu updates based on usability testing.
- Do a special giveaway on St. Patrick's day, leaning in to the "joy" brand value.
- Start emphasizing catering in social posts a lot more, especially with graduation parties and wedding season kicking off.
- Send an email offer for catering—20% off entire order of 20 boxes or more.
- Roll out social ads that emphasize catering and community values.
- Add in a few radio ads into the current rotation specifically for catering.
- Newsletter: Announce April flavor, Raspberry, as well as promo—BOGO free on any beverage item.

April

- Hit all digital ad properties hard with the Easter and springtime holiday surge. For loyalty customers, send an additional promo for 10% off their whole order in the 2 weeks before Easter.
- Send out updated transit ads with images showcasing weddings, graduations, BBQs, and other large gatherings to emphasize catering.
- Update messaging in radio ads to mirror the changing seasons and the uptick of social gatherings.
- Newsletter: Announce May flavor, Lemon, as well as the promo—buy 2 dozen, get 2 free bevs.

May

- Finalize creative for both billboards and direct mail for delivery in June to kick off upcoming phase 3.
- If not before now, reach out to local Utah woodworkers and choose 1 to build in-store rocking horses.
- Order the reusable maroon boxes to start advertising in phase 3.
- Order mascot costume, hire official mascot.
- Remove any graduation-themed ads across properties, revert back to generic gatherings.
- Continue all digital and social strategies as outlined previously.
- Newsletter: Announce July flavor again, maple bacon, and promo—discount for online ordering.

Creative platform

Mission statement: To bring people together and create happy moments they can share now and remember forever.

Positioning statement

For Utah dessert enthusiasts who want a timeless, classic treat they know and love, Banbury Cross Donuts is the only local donut shop that delivers the perfect blend of familiar and fresh every day. With its history rooted in quality and its mission focused on serving happiness, Banbury Cross is the neighbor who's always there for you, ready with a warm heart—and a box of fresh donuts.

Voice and tone

Banbury Cross should sound like your next-door neighbor, barista, or hairdresser: casually friendly. And the tone brings that to life by being welcoming, encouraging, and warm.

Values

Hard work

It's what got us here, it's what makes us all great, and it's why we all deserve a donut.

Joy

We make delicious, original treats to make you — and your loved ones — happy.

Community

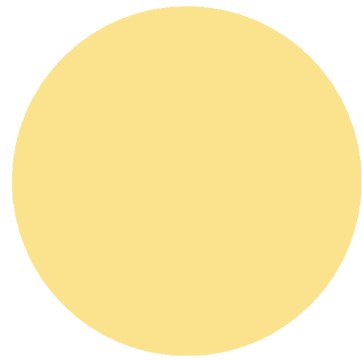
As part of our beautiful city and state, we help build a community where everyone belongs.

Authenticity

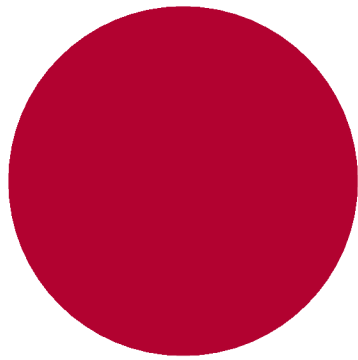
No pretense here—just simple, classic food made with the best quality ingredients.

Creative platform

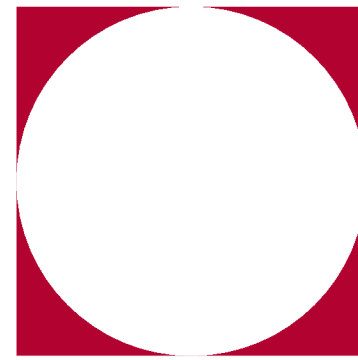
Mood board, look and feel



Dough yellow:
#FBE28C



Cake maroon:
#B20230



Frosting white:
#FFFFFF

Brand colors should be as warm and inviting as every donut and shop. The donut dough yellow is the primary color, and the cake maroon is the preferred secondary color. Use frosting white only sparingly.

LOGOS: SUNSET-SERIAL

Ads and headlines:

Roca One Black

Body copy: Vollkorn



Imagery should always focus on the donuts, and it should lean into warm, cozy tones. Avoid shooting donuts against white or black backgrounds, avoid cool tones, and avoid shooting from above, as doing so diminishes the classic feel we're going for.



Creative platform

Benefit-led content strategy messaging framework

The messaging in this framework is based on the reasons to believe in the value prop and can be extended across all owned properties.

	Hard work	Joy	Community	Authenticity
Variety of classic flavors	You work hard to build a great life, and you deserve to always have your favorite donut, always available right when you want it.	The classic flavors of our raised donuts have sparked joy for years. No matter which timeless favorite you're looking for, we'll make you happy.	Our flavors have brought people together for over 30 years. Because we have everyone's favorite, everybody can share—and leave satisfied.	Your favorite flavors are made with simple, quality ingredients. So not only will they taste great, they'll taste fresh.
Treats for any occasion	Reward yourself on your birthday, at a family event, or an office party with the best treats in town. We can even cater the biggest events of your life!	Our donuts can be the centerpiece of happiness for the most important events of your life. And because we cater, we can be there for every joyful moment of your life, from weddings to baby showers and more.	Bring all your loved ones together and share a box of happiness with them. And if you need a centerpiece to bring the whole neighborhood together, we've got your back.	The biggest events in our lives deserve the best-quality food. From your most intimate get-togethers to the biggest parties around, our donuts will be the talk of the town.
Time capsule to tradition	Hard work is as timeless as we are—and you've earned a treat that reflects the traditions that got us here. So take a break, relax and let our food take you back to your childhood.	Happiness is timeless. Our food is so classic that it will take you back to the best memories in your life. Even if we weren't there for you then, we're here for you now.	Our community has changed in a lot of ways, but our food will remind you of where we came from—and what makes us great.	In a world where trendy voices dominate, we're here to take you back to simpler times, all with quality treats.

Creative platform

Audience-led content strategy messaging framework

This framework is meant to speak to each segment's particular wants and needs, and it can be extended across all applicable channels.

	Hard work	Joy	Community	Authenticity
Gen X	You've built a great life you can be proud of. Come get a donut to reward yourself. Plus, your coworkers and family work hard too, and they deserve a treat everyone will love.	Get the most out of your family and work fulfillment with donuts that will make everyone happy. No matter what people's preferences are, we know our food can make everyone happy.	There's so much value in workplace socializing, and we can help you be the office hero. Bring everyone together with a box of fresh donuts.	We know how much you value real, quality food. That's why around here, there are no frills, no wacky experiments—just great food made with great ingredients.
Millennials	Raising a family while working is tough, especially in this economy. You deserve a treat, and with our prices, you can get not just one, but a whole dozen to share with the whole fam.	Between mortgages, debt, obligations, and more, we know that life is stressful. But our donuts will take the edge off and give you a minute to relax.	Whether it's your kids, your spouse, or your extended family, we have the treats that bring everyone together.	National chains are such a letdown because they don't feel real. Our food is made with the best ingredients, fresh every day.
Gen Z	The world is a mess, and we know you've been working to carve a place in it. Take a break and just vibe with our donuts.	Bring all your most important people together and gather around our yellow box of happiness.	We know you care about the world—and we do too. We're committed to donating as much as we can back into our communities.	We're committed to bringing you the best donuts made with the best, locally sourced and sustainable ingredients.

Sample creative executions

Digital display ads (targeted)

**Share shop talk.
Share a donut.**

Be the office hero with donuts
that never disappoint.

Take 10% off >



Gen X message

**Share a road trip.
Share a donut.**

Treats the whole family will enjoy. Here, there, anywhere.

Take 10% off >



Millennial message

Share a study guide.

Share a donut.

Timeless treats for you
and all your friends.

Take 10% off >



Gen Z message

Digital display ads (values)

Be a kid again.

Go back to simpler times with
flavors that never go out
of style.

Take 10% off >



Focus on timelessness

**Bringing Utahns together
since 1986.**

The taste of tradition in every bite. For every occasion.

Take 10% off >



Focus on tradition

**Fresh, familiar,
fantastic, favorite.**

The donuts you know at
the prices you love.

Take 10% off >



Focus on authenticity

Transit ads

**Share a moment.
Share a donut.**

Now delivering in SLC.



Side of the bus or TRAX

**A Utah classic
since 1986.**

Scan the QR code to sign up for
our free loyalty program.

First time signing up?

Your first donut is on us.



Interior cards for bus and TRAX

**The secret to happiness?
It comes in a yellow box.**



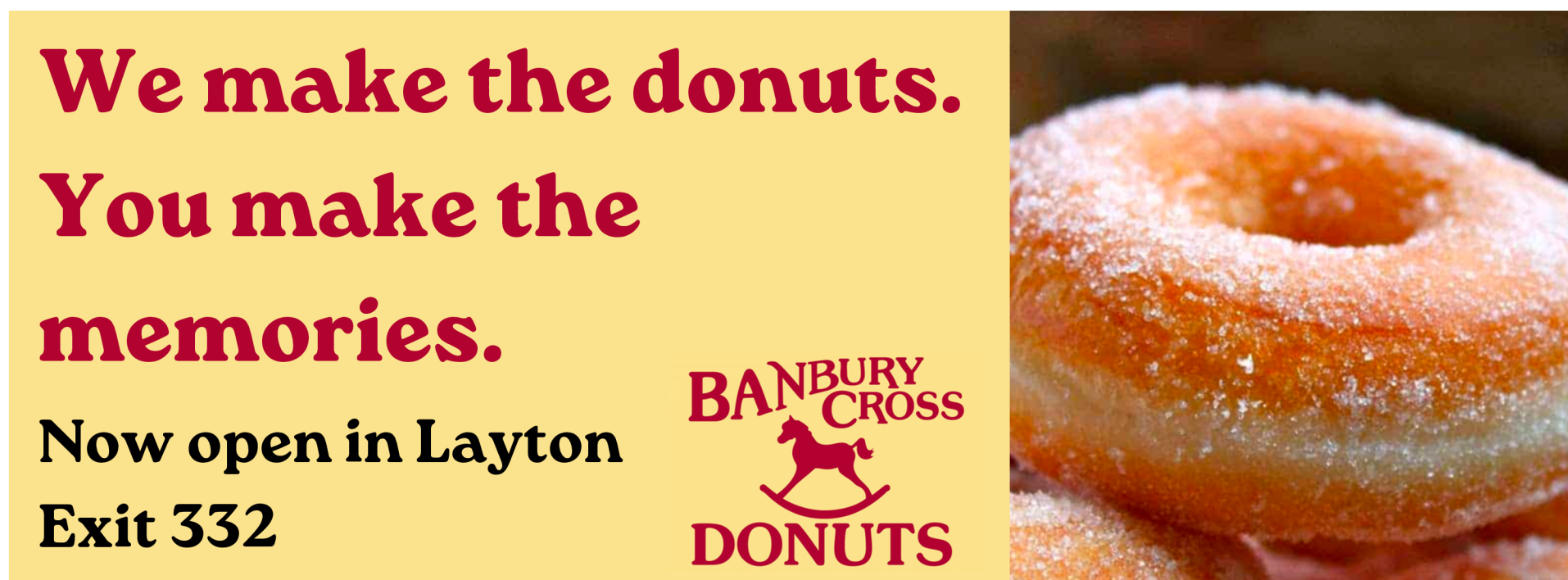
Bus full wrap

Sample creative executions

Billboards

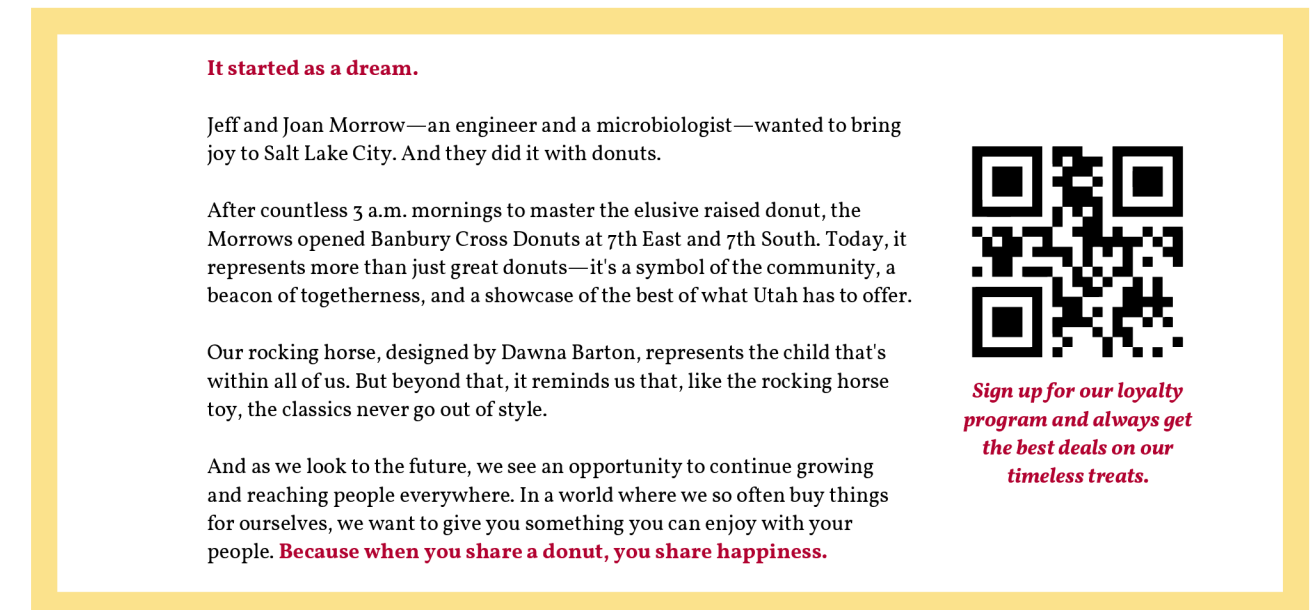


Billboard right before Centerville exit



Billboard on I-15 S around Clearfield

Story inside donut boxes



Layout for the inside of the donut boxes

Direct mail

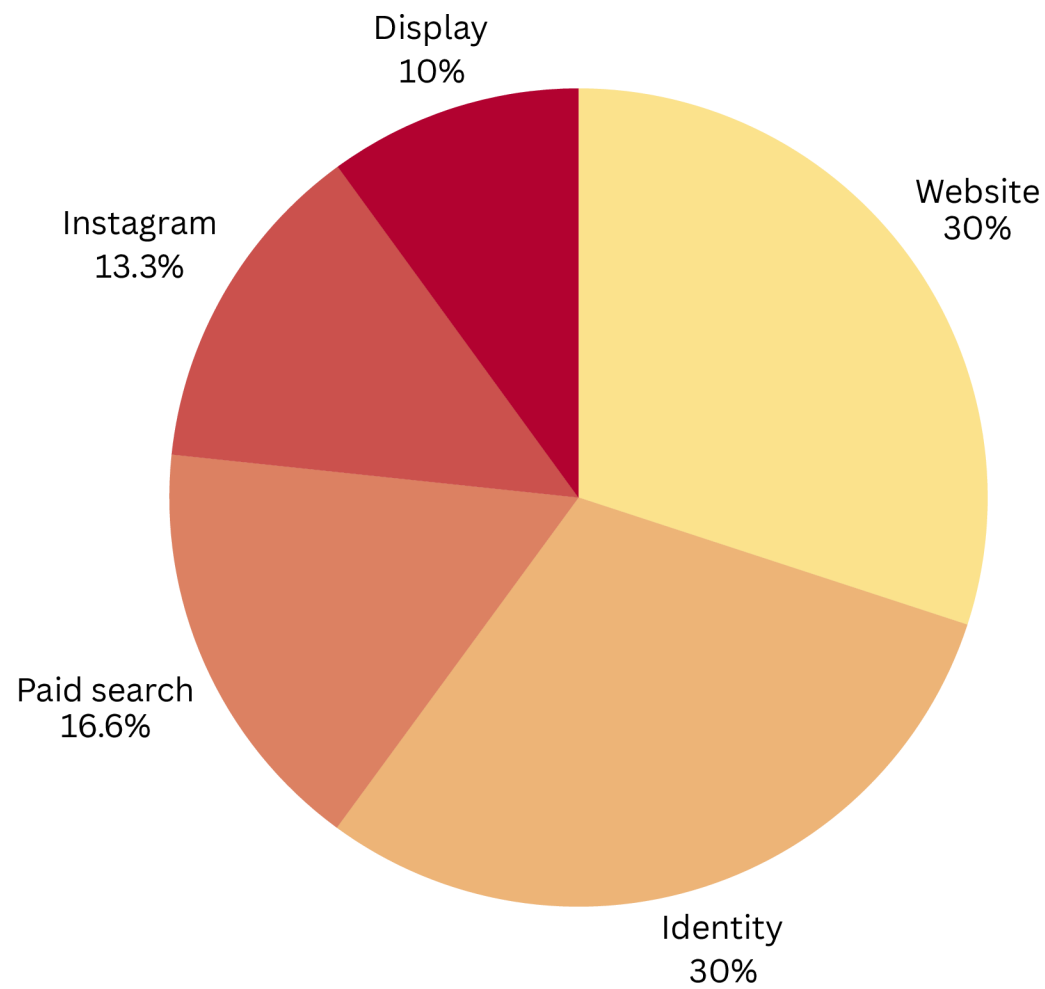


Announcement and promo for the new location in 2024

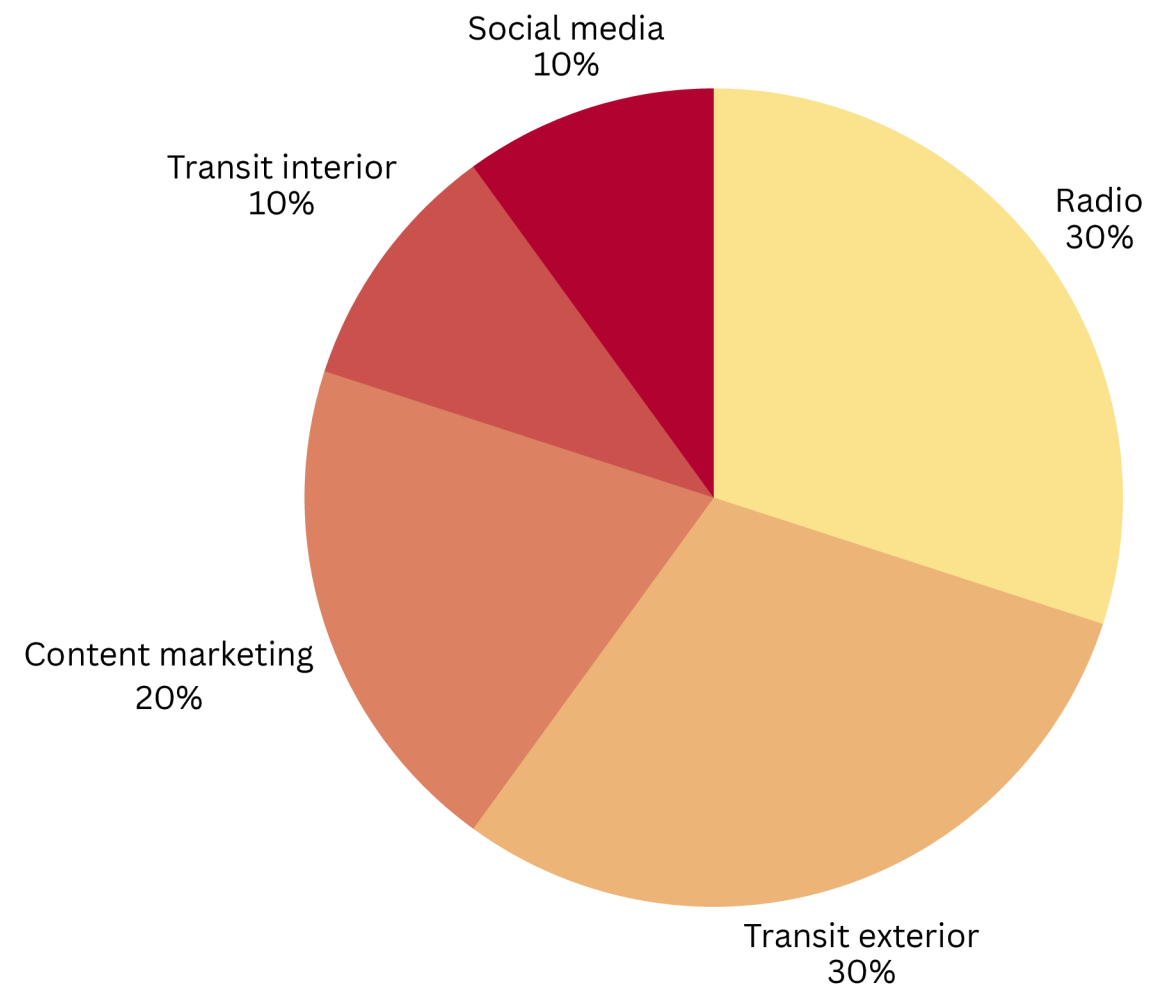
Budget allocation

Phase 1 and 2 breakdowns are based on a \$5,000 per month budget. Since each phase is roughly six months long, those breakdowns are based on a \$30,000 total budget. Assuming phases 1 and 2 are successful, we can double the total budget for phase 3 to \$60,000, which is reflected here.

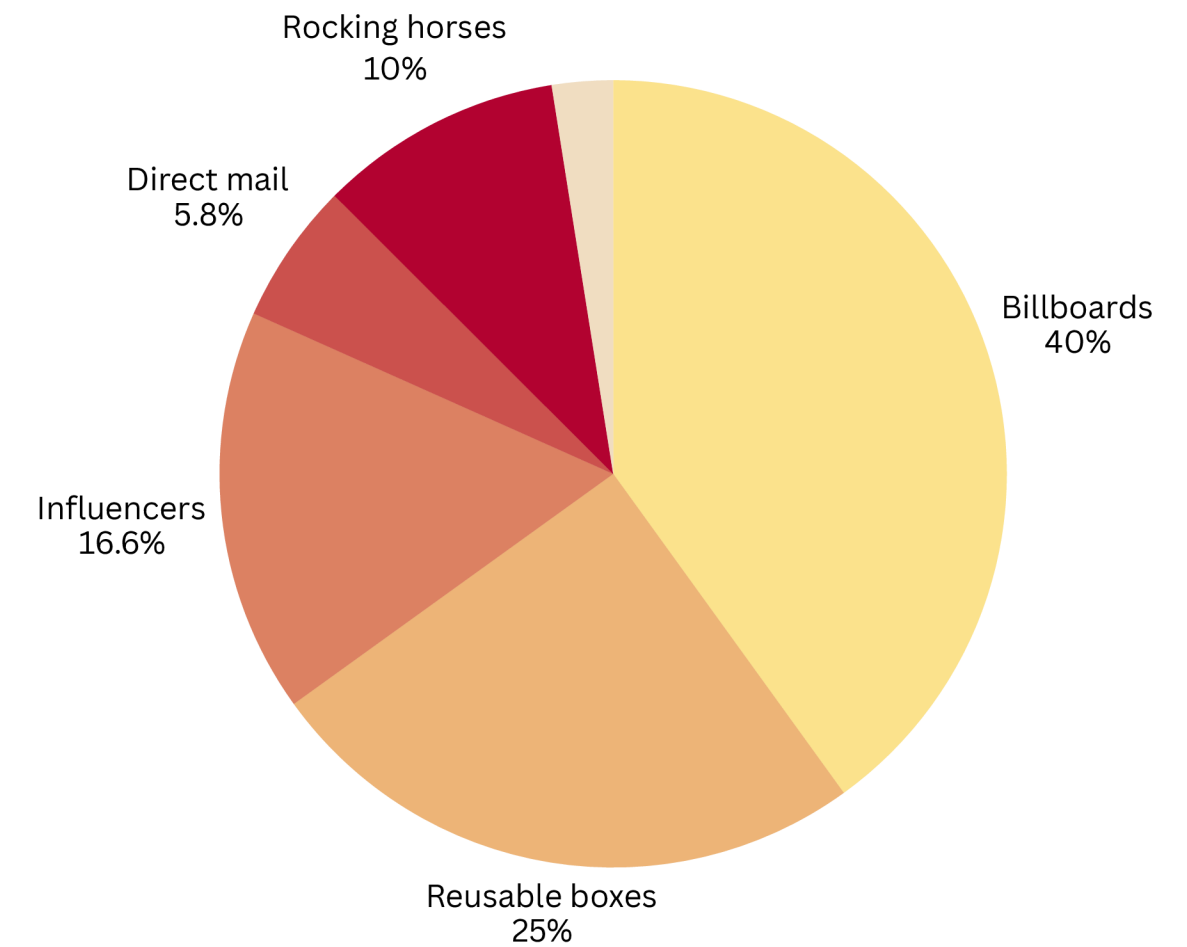
Phase 1



Phase 2



Phase 3



Testing and KPIs

Test agenda

Our hypothesis is that by launching a refreshed, clear brand identity and positioning, people will understand Banbury Cross better and will, as a result, want to support the brand. Our testing will include these plans, broken out by phase.

Phase 1

Aug–Sept: Website usability testing
Get direct user feedback on how navigable the site is. Generate heat maps and discover pain points we can then fix and roll out in next iteration.

Sept–Oct: A/B testing on display ads
Partner with Deseret Digital Media to run A/B tests on several display ads to learn which ads are resonating better by audience or by value point. Update ads accordingly.

Phase 2

Jan–Feb: Menu usability testing
Get direct user feedback on how usable and valuable the online menu is. Highlight pain points and get direct consumer quotes on what can be improved.

Jan–Feb: Survey
Send out an email survey to gauge customer reactions to refreshed branding and more intentional presence. Plan out potential tweaks accordingly.

Phase 3

July–Aug: Focus groups
Perform 2 separate focus groups with 7 or 8 people in each to get more detailed, emotional responses to brand trajectory and new initiatives.

Sept–Oct: On-site questionnaire
Hand out either a physical or digital questionnaire at each location to gauge people's perceptions to each locale's service, cleanliness, etc. Use results to inform future location updates.

Measurement and evaluation

These are some important metrics we'll measure:

- Category awareness: Impressions, reach, clicks, follows, engagements, and video views across main social channels; increased mentions of OOH advertising in donut shops
- Consideration: Clickthrough rates, best-performing clicks, and time spent on story, value, and donut pages
- Research: Time spent on donut page and online menu, heat mapping, feedback
- Purchase: In-store donut sales, online sales
- Advocacy: New visitor loyalty signups, new visitor newsletter signups

To evaluate, we'll implement attribution modeling (Reinartz and Venkatesan):

1. Combine data around touchpoints (social, loyalty program, website) and outcomes (KPIs).
 - a. Start detecting patterns in customer behavior.
2. Start testing how touchpoints interact with each other.
 - a. Specifically, look at how paid search is affecting website traffic.
3. Create statistical models to decide which touchpoints to continue investing in.
4. Repeat with a wider scope.
 - a. How OOH is affecting donut sales.
 - b. How social media is affecting loyalty signups.
 - c. And more



Appendices

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SWOT analysis

Strengths

- Strong local presence
- A history people can get behind
- Loyal customers—they keep coming back after first interaction
- Charming local feel
- Appears in most if not all lists of best donuts in Utah
- Strong community presence
- Has a history of giving back
- Popular with local sporting teams
- High-quality product
- Solid brand equity

Weaknesses

- Damaged public perception after the 2021 sign incident
- Possible drop in food quality in second location
- Unclear market position
- Lack of branding identity, story, and exposure
- Lack of cohesion between the original location and new location
- Lack of messaging and communication consistency
- Small advertising budget
- Owner/licensee organizational structure

Opportunities

- Untapped customer and expansion potential
- Dessert industry is booming in Utah and is the fastest growing in the country
- Potential partnerships with brands that aren't direct competitors
- Influencer marketing to tap into follower bases that are already built
- Family-heavy demographics, which means more family events, more kids, more parents needing a quick treat
- Untapped product expansion (coffee, other hot drinks)

Threats

- Crowded dessert market
- Lots of other donut shops with loyal customer bases
- Expensive advertising spaces and real estate
- Higher costs to produce donuts due to inflation, resulting in smaller profit margins
- Fears of recession may cause people to spend less on food that's perceived as non-essential

Additional resources

You can view all the additional research and work that went into this project by clicking on the following links:

[Focus group \(on-site\) deck](#)

[Focus group \(virtual\) deck](#)

[Focus group \(on-site\) transcript](#)

[Focus group \(virtual\) transcript](#)

[Market research report](#)

[Survey results](#)

[Tagline brainstorming](#)