



A company with character

Cadbury: great chocolate and inspirational company ethos

BY ANNIE MAKOFF

WHEN GROCER John Cadbury began selling cocoa and drinking chocolate, prepared using a pestle and mortar, from his newly established Birmingham store in 1824, he couldn't possibly have predicted that his one-man band would grow to be one of the biggest chocolate producers in the world. The company began manufacturing chocolate bars as early as 1831, but it wasn't until 1905 that it first produced its now-famous Cadbury Dairy Milk, which remains the nation's favourite to this day.

According to Scott Snell—sales director for the impulse sector at Mondelez International, the company that now owns Cadbury—the Cadbury Dairy Milk recipe is completely unique. The “glass and a half” slogan, which appeared on the bars’ packaging until 2010, referred to the amount of milk used to make each half pound of chocolate. British and Irish farms supply the company with 170 million litres (almost 37 million imperial gallons) of fresh milk a year; while every day, 5.5 million blocks of Cadbury Dairy Milk are made at the company’s Bournville factory.

Cadbury may boast a truly British her-

itage, but the company’s story features much more than a successful confectioner. It’s also a tale of how one family created a legacy that changed the lives of their employees and overseas cocoa-growing communities forever.

Founded on solid principles

As a Quaker, John Cadbury based his business around equality and social reform. The family even built the village of Bournville in the 1890s, complete with homes, shops and schools, to improve the living conditions for factory workers and the local community. Then, as now, the company was a force for good. Following Kraft Foods’ acquisition of Cadbury in 2010 and the subsequent establishment of Mondelez International—a Kraft Foods spin-off—in 2012, the Cadbury brand continued to build on the Fairtrade initiatives the company had already established.

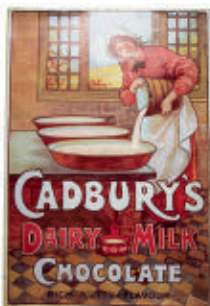
Under Mondelez International’s new ownership, an alternative to the Fairtrade scheme was launched. Cocoa Life, a £309 million programme, aims to secure a positive future for 200,000 farmers and 1 mil-

This page, clockwise from top left: a Cadbury employee decorates chocolates in the 1930s; early chocolate production at Bournville; employees wrap chocolates in 1932; an early photo of the Bournville factory.

Right page, clockwise from top: early Cadbury’s Dairy Milk Chocolate advertisement; Cadbury Easter egg production; modern Bournville apprentices; contemporary Bournville factory; Cadbury chocolate bar sold at Costco.

lion community members in six key cocoa-growing regions by 2022. The continued partnership with Fairtrade ensures Cadbury continues to play a positive role in building thriving cocoa-growing communities, says Snell.

Under the scheme, farmers' income in Cocoa Life communities has increased by 49 per cent more than those outside the scheme. Added to this, Mondelez International has committed to extending the programme to all Cadbury products in the UK and Ireland by 2019. This builds on what Snell describes as "Cadbury's proud heritage" of sourcing cocoa sustainably, which dates back 100 years to when the Cadbury family helped establish cocoa farming in Ghana.



Doing well and doing good

Closer to home, the Cadbury Foundation continues to fund community projects such as the Health for Life programme in South Birmingham, which encourages healthier lifestyles through growing food, physical activity, healthy eating and cooking skills. To date, it has reached a total of 127 schools in the area.

The company's carbon footprint is very much a concern, too. It has self-imposed targets to reduce carbon dioxide emissions by 15 per cent from its manufacturing operations, and to reduce deforestation within agricultural chains. It has also refocused water-reduction efforts in high-priority locations to decrease usage by 10 per cent by 2020.

Doing good, both socially and environmentally, is important to Cadbury. As Snell explains, "We want to give consumers the confidence that, whenever they buy a Cadbury chocolate bar, it will not only taste good, but it does good, too."

Earlier this year, the company confirmed that Bournville would once again be the home of Cadbury Dairy Milk. This followed its temporary relocation to Poland while improvements and modernisation were carried out at the original Bournville site, an investment of £75 million. For the thousands of Cadbury employees and the many Cadbury fans the world over, the investment means more than simply fulfilling a corporate objective: it ensures that Bournville will remain the home of Cadbury for generations to come.

As for the employees themselves, working for Cadbury must surely be evoca-

tive of *Willy Wonka and the Chocolate Factory*, not least for the taste-testers who help perfect never-before-seen products by feeding back on which version of a particular product is the most mouthwatering, an enviable role.

What's more, the Bournville-based staff shop enables employees to buy Cadbury products at heavily discounted rates, and many are lucky enough to try new chocolate samples at company meetings. Staff have their personal favourites, of course, including Snell. "The giant chocolate buttons," he answers quickly. "They're so delicious!"

Special treats for special occasions

Even with all this, there is yet another serious side to the confectionery giant. Cadbury is all too aware of the role it must play in tackling health issues, especially obesity. Products are therefore marketed as treats to be enjoyed in small portions as part of a balanced diet.

"We actively encourage people to be 'treat-wise' and enjoy treats and snacks in moderation," Snell tells *The Connection*. "It's why we offer products designed for sharing, as well as packaging which enables reclosing and resealing. And all our products have clearly listed ingredients and nutritional information on the packaging, too." In fact, Cadbury was the pioneer of the current Guideline Daily Amount (GDA) labelling scheme, which provides UK consumers with clear nutritional information.

But it is easy to get bogged down in healthy-eating directives. Consumers aren't stupid: they know chocolate is meant to be enjoyed occasionally, and that's precisely what makes it so tempting. Indeed, Cadbury's own research has shown that consumers are all too aware of chocolate's sugar content and limit it accordingly.

Consumer feedback is important to Cadbury. It's what led to the return of previously discontinued products such as Cadbury Wispa and Cadbury Dairy Milk Tiffin—along with the brand's commitment to bringing what Snell describes as "delicious moments of joy" to consumers.

"For many, Cadbury is their first taste of chocolate, and we are absolutely passionate about safeguarding the taste and quality of every single product," Snell says. **C**

Annie Makoff is a freelance writer based in Rochester, Kent.



PHOTOS COURTESY OF CADBURY

COMPANY INFO

COMPANY

Cadbury (Mondelez International)

CEO Irene Rosenfeld

EMPLOYEES More than 8,000

HEADQUARTERS Uxbridge, Middlesex

WEBSITE cadbury.co.uk

ITEMS AT COSTCO

Cadbury Dairy Milk (850 grams), Item #212245; Cadbury Heroes pouch (500 grams), Item #238352

QUOTE ABOUT COSTCO

"Costco is a great company to work with, as its core values link so closely with our own. In essence, the customer is very much at the heart of both businesses, and we also have a focus on supporting our respective employees to flourish and develop."—*Brodie Hayward, Cadbury account manager*

