

Index

- Absolutely Pure, therefore Best*, 23
Acquisition Trail, 281
Advertising, *see* Full-length sound film
Alkalisied cocoa, 26, 27, 32, 35
Allergens, *see* Genetically modified ingredients
American armed forces, 150
Arkwright, Richard, 49
Associated British Foods, 212
Australia, 98, 113, 115, 124, 125, 127, 128, 133, 135, 137, 139, 141, 142, 145, 161, 196, 259, 261, 272, 310, 313, 335
Australian confectionery market, 128
- Best quality fancy goods, 45
Best-selling chocolate bar, 84
Birmingham canal, 50
Birmingham West suburban railway, 50
Black, Cilla, 245
Black Forest, 313
Bonus Bar, 185
Bournville annual output, 153
Bournville-based exporter, 124
Bournville business model, 205
Bournville cocoa, 27, 28, 29, 37, 39, 40, 45, 74, 75, 77, 92, 97, 98, 101, 108, 139, 144, 160, 162, 205, 328
 success of, 108
Bournville dark chocolate, 298
Bournville enterprise, 146
Bournville experiment, 165
Bournville export department, 202
Bournville factory, 90
Bournville Fruit & Nut, 95
Bournville Schokolade, *see* Vollmilch-Mokka
Bournville story, *see* Cadbury film
Bournville system, 145
Branding, 25, 98, 99, 146, 158, 304, 310
Bremen-based confectionery company, 158
Bridge street factory, 50
British-based shareholding companies, 131
British business, 254
British chocolate market, 104
British cocoa, 109, 184, 190
British confectionery market, 118
British Food and Drug Act, 12
British Food Companies, 172
 Cadburys, 172
British Museum, 77
- Cadbury, 232
 advertising, 311
 approach, 170
 armoury, 86
 cakes, 309
Cadbury, Adrian, 175, 224, 232
Cadbury, Barrow, 110
Cadbury, Dominic, 247, 248, 283, 293, 299, 303, 330
Cadbury, Edward, 38, 80, 83
Cadbury, Egbert, 111
Cadbury, George, 9, 12, 13, 20, 35, 50, 52, 59, 70, 77, 91, 110, 111, 112, 113, 325
Cadbury, John, 4, 6, 7, 32, 294
Cadbury, Laurence, 165
Cadbury, Paul, 115, 175, 210, 214, 232
Cadbury, Richard, 7, 26, 41, 50, 59, 70, 325
Cadbury, William, 97, 99
Cadbury Board, 25, 108, 161, 187, 204
Cadbury brand(s), 69, 243, 294
Cadbury business, 20, 34, 37, 49, 70, 74, 135, 144
 development of, 37
 major impact, 74
Cadbury campaign, 69
Cadbury chocolate biscuits, 165, 220
Cadbury chocolate business, 224
Cadbury chocolate(s), 251, 272
Cadbury Classics, 301
Cadbury cocoa, 25, 27
Cadbury cococubs, 92
Cadbury cream liqueur, 311
Cadbury display, 257
 The choice is yours. The taste is Cadbury, 257
 Cadbury—the perfect word for chocolate, 257
Cadbury drinks, 172
Cadbury film, 92, 172
Cadbury firm, 9
Cadbury Foods Division, 219, 222, 223
Cadbury-Fry-Hudson Ltd., 136, 137, 186, 194, 195, 196
Cadbury-Fry-Pascall (CFP), 125, 130, 131, 132, 142, 196, 197, 260
Cadbury-Fry-Rowntree, 58
Cadbury Gold Coast man, 56
Cadbury Ireland business, 251
Cadburyland, 234
Cadbury low-cost model, 166
Cadbury means chocolate, 303
Cadbury means quality, 103

- Cadbury men, 56
 Cadbury overseas markets, 142
 Cadbury Pension Scheme, 166
 Cadbury price cuts, 85
 Cadbury products, 270
 Cadbury-run business, 197
 Cadbury's chocolate eclairs, 278
 Cadbury Schweppes, 228, 233, 281, 291, 294, 303, 315, 322
 Cadbury signature, 304, 331
 Cadbury script, 331
 Cadbury's Dairy Milk Chocolate, *see* Cadbury's Dairy Milk
 Cadbury's Dairy Milk, 29, 36, 37, 39, 52, 53, 66, 101, 150, 178, 240, 256, 268, 287, 299
 bite-sized chunks, 66
 Cadbury's Drinking Chocolate, 162
 Cadbury's fudge, *see* Moulded bars
 Cadbury's Gems, 200
 Cadbury's Gold Coast strategy, 58
 Cadbury's icons, 99
 Cadbury's Milk Tray, 101
 Cadbury's Miniature Heroes, 315
 Cadbury's Roses chocolates, 156, 211
 Cadbury's secret weapon, 65
 Cadbury's snack, 302
 Cadbury Trebor Bassett (CTB), 316
 Campbell's soup, 325
 Canada, 115, 125, 133, 135, 143, 145, 161, 203, 259, 293
 Candy and Drug store, 115
 Candy bars, 114
 Caramel filled blocks, 177
 Career shift, 4
 Category-leading benefit, 69
 Channel islands, *see* Scottish Highlands
 Chappies, 265
 Cheapening, *see* Price cuts
 Cherry ripe, 197
 Chewing gum, 322
 Children's bar, *see* Freddo
 Chocettes, 280
 Choclairs, *see* Chocolate eclairs
 Chocolat du Mexique, 41
 Chocolate bar, *see* Chocolate biscuit countlines
 Chocolate beans, 121
 Chocolate Biscuit Countlines (CBCL's), 220, 222, 242, 258, 259, 301
 Chocolate biscuit(s), 44, 68
 Chocolate biscuits market, 164
 Chocolate block, 77
 Chocolate-covered bars, 116
 Chocolate-covered biscuits, 118
 Chocolate-covered nougatine bars, 242
 Chocolate-covered pieces, *see* Chocettes
 Chocolate Crisp, *see* Wafer Crisp
 Chocolate Eclairs, 254, 286, 288, 292
 Chocolate industry, 270
 Chocolate liquor, 33
 Chocolate-making equipment, 96
 Chocolate-making process, 76
 Chocolate-making technology, 279
 Chomp, 259
 Cocoa, 4, 8, 9
 Cocoa-based products, 96
 Cocoa beans, 8, 76, 126
 bags of, 76
 Cocoa beverages, 75, 174, 214
 Cocoa block, 76, 78
 Cocoa butter, 33, 77
 Cocoa cultivation, 199
 Cocoa drinks, 118
 Cocoa essence, 12, 14, 16, 20, 22, 23, 24, 27, 29, 35, 51, 102, 205, 335
 Cocoa-growing industry, 70, 199
 Cocoa-growing locations, 57
 Cocoa liquor, *see* Cocoa nibs
 Cocoa manufacturing technologies, 76
 Cocoa nibs, 4, 20, 33
 taste of, 20
 Cocoa products, 4
 Cocoa trees, 97, 199
 Cococub club, 92
 Coconut-based countline, 197
 Competition, 8, 14, 38, 39, 70, 108, 109, 111, 112, 118, 133, 190, 213, 217, 298, 328
 Fry, 52
 Conching, *see* Evaporation
 Confectioner/Tobacconist/Newsagent (CTN), 183
 Confectioners, 32
 Consumer market, 48
 Continental competitors, 74
 Continental firms, 74
 Menier, 74
 Nestlé, 74
 Corporate-level brand, 329
 Costs, 74, 75, 79, 95, 121, 125, 126, 131, 139, 140
 manufacturing, 75
 packaging, 80
 Cost-effective medium, 174
 Countline(s), 115, 116, 118, 119, 121, 146, 170, 175, 176, 178, 198, 200, 202, 249, 256, 303
 Coconut-based, 197
 Fry-do, 186
 new, 185
 Countline ingredients, 328
 biscuit, 328
 caramel, 328
 wafer, 328

- Crumb-making technology, 280
 Crunchie, 113, 198, 248, 261, 265, 305, 309
 Crystal-clear water, 63
 CTB's dynamic approach, 317
 Customer-related activities, 79
- Dairy farm, *see* Stud farm
 Dairy Milk, 74, 75, 85, 99, 102, 108, 117, 120, 134, 137, 139, 144, 146, 155, 158, 174, 178, 187, 193, 194, 204, 205, 241, 243, 244, 245, 255, 259, 265, 266, 270, 274, 279, 299, 313
 advertising, 313
 drinking chocolate, 140
 manufacture of, 137
 staple diet, 116
 success of, 119
 Dairy Milk brand, 95, 96, 131, 137, 178, 232, 236, 281, 317
 Dairy Milk chocolate, 159, 165
 Dairy Milk crumb, 160
 Dairy Milk Flake, 96
 Dairy Milk recipe, 255
 Dark chocolate, *see* Old Gold
 Del Monte, 325
 De-shelled cocoa bean, 20
 Design, 41, 51, 92, 98, 99, 128, 173, 244, 268, 274, 311, 331
 Drinking chocolate, 150, 173, 175
 Dutch cocoa, 24
- Easter eggs, 246
 Education, 61, 62, 167
 Efficiency rules, 79
 Efficient chocolate moulding, 136
 Electric motors, 77
 Electrification of factories, 86
 Emerging markets, 278
 Evaporation, 35
 Ever-decreasing prices, 102
- Factory-building organization, 153
 Family-sized cakes, 213
 butter sponge, 213
 chocolate roll, 213
 iced gateau, 213
 rich genoa, 213
 Fast-growing business, 202
 Fat-based cocoa, 34
 Fifty-mile radius, 36
 First world war, 55, 70
 Flake, 96, 97, 159, 176, 185, 195, 237, 251, 254, 265, 305, 309, 314, 315
 Food Adulteration Act, 23
 Food and Drugs Act, 24
 Foods division, 214
- Food trade, 210
 Freddo, 197
 Fruit & Nut, 192, 236
 Fruit-flavoured chews, 211
 Fruit Gums, *see* Fruit Pastilles
 Fruit Pastilles, 283
 Fry business, 124
 Fry-Cadbury, 190
 Fry-Cadbury managers, 191
 Fry countline brands, 156
 Fry-do countlines, 186
 Fry-run company, 133
 Fry-run organisation, 134
 Fry's chocolate cream, 113, 139, 194, 237
 Full-length sound film, 92
 Fully-equipped cinema-units, 92
- Galaxy chocolate bar, 175
 Genetically modified ingredients, 13
 Geographic boundaries, 190
 Glass coffins, *see* Silent salesman
 Gold Coast cocoa, 57
 Gold Coast conditions, 55
 Golden quadrangle, 52
Grocer Magazine's Gold Award, 317
 Grocery chain, 219, 221
 Grocery products, 214
 Grocery sector, 220
 Grocery stores, 184
- Have a Break – Have a Kit Kat*, 174
 Health, 8, 23, 24, 67, 102, 185, 269, 318
 Heinz Tomato Ketchup, 325
 Hindustan Cocoa Products Ltd., 266
 Home Economics Department, 216
 Homeopathic cocoas, 11
 Homogenous solution, 20
 Horse-drawn van, 51
 Hudson's biscuits, 137
 Hydroelectric power, 126
- India, 159, 160, 161, 162, 198, 199, 200, 212, 223, 243, 266, 269, 270, 271, 272, 278, 292, 293, 335
 Industrial Development Certificate, 164
 Innovation, 9, 76
 Ireland, 138, 190, 254
- Jelly Tots, 283
- Kit Kat Chocolate Crisp, 119, 145
- Large scale advertising campaign, 118
 Leading-edge business strategies, 333
 Lever's Sunlight Soap, 325

- Local tax inspector, 141–142
 Low-cost technology, 279
 Low-priced sweets, 139
- Machinery, 128
 Mackintosh Tootie Frooties, 283
 Manufacturing costs, 75
 Manufacturing process, 75
 electrification, 75
 Market-defining brand(s), 324, 327
 cocoa essence, 324
 consumer, 48
 early emerging, 278
 overseas, 70, 124, 125, 164, 204
 Market forces, 69
 Market growth, 76
 Market research, 213
 Marketing efforts, 90
 Marketing strategy, inter-war, 92
 Market(s), 39, 45, 52, 55, 57, 70, 92, 124, 135, 136,
 137, 141, 142, 145, 146, 198, 202, 214, 258,
 278, 288, 293, 322, 331, 333, 335
 Mars Bar, 185, 195, 196, 256, 260, 303,
 305, 322
 Marvel, 215, 216, 219, 223, 228, 303, 304
 Mass production, 75
 Maxwell House coffee, 325
 Mechanisation of factories, 86
 Merchandising, 180, 181
 idea of, 180
 Messrs Cadbury, 41
 Milk chocolate, 158
 advertisements, 173
 bar, 134
 crumb, 151, 155
 Milk chocolate Fruit & Nut, 95
 Milk Tray, 83, 144, 167, 173, 174,
 255, 330
 Milk Tray technology, 96
 Milky Way, 117, 185
 recipe, 117
 Model plantation, 55
 Moderate profit, 80
 Money-off coupon, 299
 Monkhill Confectionery, 285
 More-ishness, 300
 Moro bar, 260
 Moulded bars, 176
 Moulded products, 234
 Mild Dessert, 234
- Nestlé, Henri, 34
 New countline, 185
 New market sector, 113
 New Zealand, 136, 194, 259
 Nigeria, 224, 278
- Non-chocolate confectionery units, 210
 Non-cocoa foods, 214
 Nougat, *see* Wafer
 Nut Chocolate, 95
- Old Gold 197
 Operating system, 68
 MS-DOS, 68
 Operation impact, 180
 Over-arching consumer strategy, 48
 Overseas businesses, 190
 Overseas factories, 154
 Overseas markets, 70, 124, 125, 164, 204
 Owen, Robert, 49
- Packaging costs, 80
 Paper-doiled plate, 219
 Pared-down organisation, 157
 Pension fund, 64
 Pipe organ, 78
 Policy, 86
 Post-tariff positions, 126
 Post-war Cadbury, 170
 Poulain, 281, 293
 Powder based milk chocolate, 266
 Premium ice cream products, 309–310
 Crunchie, 309
 Moro, 309
 Pre-packaged cakes, 213
 Pre-war business, 175
 Pre-war chocolate market, 150
 Pre-war export level, 131
 Price lists, 6
 rock cocoa, 6
 Spanish chocolate, 6
 Trinidad cocoa, 6
 Price reductions, 81
 Price(s), 39, 51, 52, 74, 75, 80, 81, 83, 84, 86, 90,
 102, 125, 140, 146, 157, 167, 194, 222, 225,
 242, 261
 Procter & Gamble, 108
 Ivory soap, 325
 Production, 45, 48, 52, 56, 60, 62, 70, 74, 75, 76,
 92, 93, 113, 126, 127, 128, 139, 150, 151, 158,
 165, 166, 173, 200, 213, 227, 233, 235, 248,
 250, 255, 262, 280, 329
 mass, 75
 state-of-the art, 92
 Production-led strategy, 141
 Product managers, 232
 Product portfolio, 95
 Promotional budgets, 248
 Purple envelope, 306
 Purple spine, 300
 Purpose-built Hudson factory, 136

- Quick and Dirty Operating System (QDOS), 68
 Quaker-run businesses, 333
- Rackham, Arthur, 92
 Rag-tag army, 219
 Raising the Bar, 33
 Raw cocoa, 14
 Reckitt's and Horniman's tea, 333
 Re-moulding plant, 160
 Retail trade, 179
 changes in, 179
Rich Nutty flavour, 37
 Roasting process, 20
 Roses, 156, 211
 Route-to-market model, 182
 Rowntree, Arnold, 85
 Rowntree, Joseph, 14
 Royal baking powder, 325
 Russian confectionery market, 289
- Sago, *see* Sugar
 Sanders, Nicholas, 32
 Savings fund, 64
 Scottish Highlands, 36
 Self-selection shops, 164
 Silent salesman, 182
 Six-mile network, 51
 Skippy, 220
 Sleeping with the enemy, 108
 Slum houses, 49
 Smash, 215, 219, 223, 228, 259, 303, 304
 South Africa, 198, 264
 South African confectionery market, 198
 Southern hemisphere, 137, 259
 Spira, 251, 306
 Stakeholders, 126, 214
 Starch, 21
 State-of-the-art design, 173
 State-of-the-art productions, 92
 Stock-loading model, 191
 Stock pressure, 181
 Cadbury system, 181
 Strategy, 23, 41, 48, 54, 55, 57, 64, 65, 74, 81, 86,
 92, 118, 121, 124, 125, 135, 137, 145, 160,
 193, 195, 196, 199, 200, 204, 214, 218, 234,
 248, 261, 262, 280, 281, 285, 311, 327
 leading-edge business, 333
 marketing, 92
 production-led, 141
 Strategic deep freeze, 150
 Strawberry syndrome, 237
 Strong-arm suppliers, 184
 Stud farm, 202
 Sugar, 21
 Sugar confectionery, 322
 Sunderland, John, vi, vii, 315
 Swiss, 256
 Swiss confectionery industry, 108
- Temperature-tolerant products, 202
 Tesco chocolate, 330
Theobroma cacao, 8
 Tonga, *see* Swiss
 Top-selling Dairy Milk bar, 193, 250
 Touch-points model, 172
 Transport, 51, 56, 76, 79
 Tulip chocolates, 264
 Twirl, 251, 258, 306
 Two-storey buildings, 76
 TY-Phoo tea, 218
 Tyne-Tees area, 250
- U.K. cocoa firm, 69
 U.K. confectionery business, 241, 254
 U.K. confectionery division, 232, 247, 251
 U.K. confectionery market, 145, 228, 284
 Unemployment Insurance Act, 64
 Up-to-date machinery, 125
- Van Houten, 20, 23, 111
 Vollmilch-Mokka, 158
- Wafer, 114
 Wafer-based bars, 288
 Wafer Crisp, 120
 Water-based milk, 34
 Watt, James, 4
 Wedel, 288, 289, 293
 Western European markets, 282
 Wholesome foodstuffs, 14
 Wispa, 249, 250, 251, 258, 291, 306, 317
- Yorkie Juggernaut, 242
- Zip, 280