**Analysing Problems using Rich Pictures/Mind Maps**

**Tasks**

1. Draw a rich picture/mind map to summarise the situation of Cadbury’s salmonella outbreak. Make sure your rich picture/mind map includes the: people; organisation and management and technology factors.

**Cadbury’s salmonella outbreak**

Cadbury was originally founded by John Cadbury and his Quaker family in Bournville, Birmingham, who were dedicated to providing good working conditions for their employees, including housing. To this day, Cadbury's continues to manufacture chocolate in Bournville. In 1969 Cadbury merged with Cadbury Schweppes, adding soft drinks to the business. However, it appears the strong ethical foundations the firm was built on have at times waned. Cadbury, has now been part of Kraft Foods since February, 2010.

In 2007, when Cadbury was part of Cadbury Schweppes, they were fined £1 million plus costs of £152,000 for breaching food safety laws in a national salmonella outbreak that infected 42 people, including children. The court found out that Cadbury had detected salmonella on the 19th January, 2006, at their manufacturing site at Marlbrook, 80 km south-west of the Bournville headquarters. The Malbrook plant produces 97,000 tonnes of milk chocolate crumb every year (BBC, 2006). However, despite finding salmonella, Cadbury kept this concealed and did not admit this until five months later on the 23rd June, which it said was linked to a leaking pipe. In court, Cadbury pleaded guilty to a total of nine food safety offences.

The judge said “I regard this as a serious case of negligence”. Cadbury’s lawyers said “Negligence we admit, but we certainly do no admit this was done deliberately to save money and nor is there any evidence to support that conclusion.” It transpired that Cadbury had introduced a new testing system which was later found to be “badly flawed and wrong”. Cadbury’s later released a statement, “Mistakenly, we did not believe that there was a threat to health and thus any requirement to report the incident to the authorities – we accept this approach was incorrect. The processes that led to this failure ceased from June last year (2006) and will never be reinstated.”

As well as the fines, Cadbury had to recall 1 million bars that may have been contaminated and furthermore, face private litigation claims from their customers. Cadbury lost around £30 million from the recall and safety modifications required, this excluded private litigation. One Cadbury’s customer effected was Shaun Garratty, he was hospitalised for seven weeks and suffered further irritable bowel problems for over a year (Elliot, 2007).

**Main source:**

Page 572, Slack, N, Chambers, S., Johnston, R., (2010) Operations and Supply Chain Management, Prentice-Hall: Harlow

**Other sources:**

BBC News, 2006. Cadbury salmonella scare probed, *BBC News*, [online] (Last Updated: 22:34 on Friday, 23 June 2006) Available at: <http://news.bbc.co.uk/1/hi/5110674.stm > [Accessed on 18 April 2011].

Elliott, Valerie (2007) Cadbury admits hygiene failures over salmonella in chocolate bars, *The Times Online* [online] (Last Updated: Saturday, 16 June 2007,) Available at: <http://www.timesonline.co.uk/tol/life\_and\_style/food\_and\_drink/article1940538.ece> [Accessed on 18 April 2011].

Reuters (2010) UPDATE 1-Cadbury fined 1 mln stg in salmonella case, *Reuters* [online] (Last updated: 11:02am Monday 16th Jul 16, 2007) Available at: http://www.reuters.com/article/2007/07/16/idUSL1619895820070716 [Accessed on 18 April, 2011]

**Solution**

