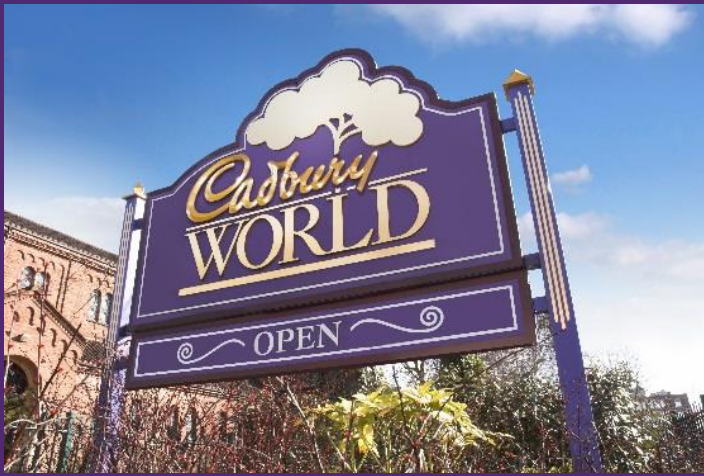


Case Study

*An overview of
Cadbury World: its
origins, history and
operations*





Overview

This case study explains the history and product development of Cadbury World; aspects of its operational and marketing functions, as well as providing some key numerical data. It is intended to provide students and other interested parties with a snapshot view of and insight into one of the UK's leading leisure attractions. It is strongly recommended that the case study is used in association with a visit to the attraction.

Cadbury World in Context

Seen as a new venture into the leisure industry when it opened in 1990, Cadbury World began its life principally as a public relations tool, but quickly became a popular half-day venue for people of all ages looking for quality leisure time. The original attraction was very educational and historically based with mainly static displays: the original vision for Cadbury World was to provide a tourist attraction experience and provide an alternative to the demands from the general public denied access to the Bournville factory tour, which ceased due to health and safety practicalities around the time of the merger between Cadbury and Schweppes in 1969.

In setting up Cadbury World, in the face of strict health and safety and hygiene legislation, the vision was to underpin the central message of “Cadbury means chocolate means fun” with the interpretation of cocoa and Cadbury’s chocolate both past and present. Responding to these principles, Cadbury World was conceived as a continuation of this message.



Over time, Cadbury World has grown to be a family attraction of much bigger dimensions. It has maintained visitor numbers comfortably in excess of half a million annually: as well as returning a healthy profit back into Mondelez International, the attraction brings added value to the company via public interface and direct communication to the consumer.

The Cadbury World Original Mission:

To significantly enhance consumers' perceptions of Cadbury and develop long term brand loyalty by:

- Giving the visitor a memorable, enjoyable and unique Cadbury chocolate experience
- Offering high quality and good value for money
- Delivering Cadbury values of fun and quality, whilst achieving a break-even cost target for Cadbury Limited (at the time the UK chocolate operation of Cadbury Schweppes plc).

The Early Years

Opened on 14 August 1990, Cadbury World's first weeks proved to be successful beyond initial projections and led to a number of operational concerns and issues.

Huge queues built up at the start of each day and most visitors came with the expectation of taking part in the resumption of the Bournville factory tour (although it was thought by Cadbury World management that this perception had been overcome in its launch publicity and literature).

Free samples were not deemed to be as freely available as the public expected, and prices in the retail shop were more 'gift shop' than 'factory shop'. The team's response to these initial problems were quick and comprehensive: including the immediate introduction of a timed-ticketing system (later a formal pre-booking system), and a greater access gained to a small part of the factory.

Free samples gradually became more plentiful and, as today, are distributed to visitors at intervals throughout the tour. The prices in Cadbury World took longer to resolve as the Cadbury World 'gift shop' strategy needed to be aligned to serious and real business concerns relating to the threat to some well-established commercial relationships. The belief from retailers in the Birmingham area was that unlike the Cadbury staff shop, the Cadbury World offering was open to the general public and would prove so successful that it would represent serious competition to them, should prices and offers be misaligned with those available from them.

Therefore, a policy was developed whereby there would be no more than a token reduction in the prices the Cadbury World gift shop charged, compared with prices in normal retail outlets. In reality, where the major retail organisations exerted substantial buying power, they were able to charge well below Cadbury World rates. Eventually, a 'bargain corner' (now called the factory shop) was established within, the 'gift shop'. The retail offer developed and Cadbury World now has two retail outlets: 'The World's Largest Cadbury Shop' and the '4D Shop' offering themed gifts and merchandise, standard retail offerings from the Cadbury brand portfolio and exclusive chocolate creations hand-crafted in Cadbury World's 'Chocolate Making zone'.

Visitor Reservations at Cadbury World

In its early years, due to both visitor comfort and also health and safety provisions, Cadbury World's limited capacity required a robust control on the numbers of visitors allowed inside at any one time, as well as their flow and passage through the exhibition. Initially, a system of timed ticket entry was introduced - based on a first come first served approach - and enabled visitors to have a known time when they would go into the main exhibition.

As popularity for the attraction grew, even this measure proved to be inadequate to the increasing visitor numbers, and queues began to trail outside the main building once more. In March 1993, a reservations system was introduced, whereby visitors could pre-book the date and time of their entry into Cadbury World, and eliminated much of the need to queue.

From 1993 onwards, all publicity material for Cadbury World emphasised the reservations service and still strongly recommends that the visitors pre-book via the booking office telephone number or via the internet in order to avoid disappointment.

Whilst the reservations system had an immediate benefit, around 30% of admissions on a busy day would consist of visitors 'rolling-up'. As awareness of the need to pre-book increased, the number of 'roll-ups' has fallen to a more manageable level of no more than 20% during peak periods. Indeed, during school holidays and bank holidays, it is not unknown for a visitor arriving at 10am without a reservation to sometimes have to wait four hours before being admitted into the main exhibition.

During these peak times, this allows the visitor to 'reverse their visit' and visit the *4D Chocolate Adventure* and *Bournville Experience* zones (accessed separately from the main building), enjoy any complimentary entertainments, utilise the outdoor play area for those visitors with children, or pick up a map from reception and take a walking tour of places of interest in the Bournville area.

Within the main exhibition itself, the 'smoothing' of the visitor flow has been a key consideration in the development of Cadbury World's features and shows with the introduction of new or updated sets in a process of continuous improvement to meet demands. Visitors are admitted to the exhibition at a maximum rate of 70 individuals at intervals of every 10 minutes. Thus, certain presentations such as *The Cadbury Story* and the following set: *Making Chocolate*, will accommodate up to 80 people seated, and last no longer than ten minutes including the audience's entry to, and exit from, each set.

The *Cadabra* ride is also carefully timed, to allow for an average of three passengers in each of the 12 cars (plus wheelchair-adapted car), and a circuit taking in the region of 5.5 minutes. All of this is carefully orchestrated to ensure a steady and constant flow through the exhibition.

On busy days, the delay from the slightest technical hitch on *Cadabra* is very difficult to recover, and this, with the queue of ticket holders in reception and the popularity of 4D Chocolate Adventure, is the main source of queuing nowadays in Cadbury World.

Ongoing Development and Continuous Improvement

Early improvements to Cadbury World were more reactive, addressing the issues raised by a new product from a company whose traditional expertise was not in the leisure industry. As time progressed, and as would be expected from a business unit whose parent company is a leading consumer brand, improvements became more proactive as the needs of the visitor changed and were driven more by a desire to offer the same service levels as any other visitor attraction would adopt.

The first significant development occurred in 1993 when parts of the exhibition were moved up onto the ground floor of the East Cocoa Block, and renamed The Cadbury Collection. Finally, some Cadbury-sponsored outdoor play equipment was recovered from the now defunct National Garden Festival of Wales in Ebbw Vale and used to expand the play facility.

Early feedback indicated that Cadbury World was surprisingly adult in appeal, and, during 1993, plans were laid to create the first exhibition feature aimed specifically at younger children, up to age 10. “The Fantasy Factory” was opened in March 1994, to provide a child’s eye view of the production of liquid chocolate, from bean to bar, using interactive techniques, and, with the mirror room, to provide a grand finale.

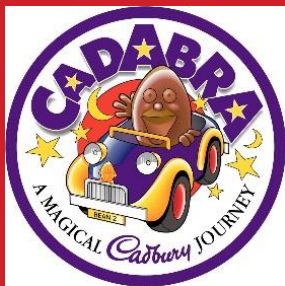
In 1995, the child appeal was further increased by the installation of the Astros Set from the TV commercial that launched the brand in the UK, and then in 1997 with the opening of *Cadabra: a Magical Cadbury Journey* on specially constructed Beanmobiles through various lands and scenes populated by the Cadbury World mascot – the Chucklebean.



General Manager, Gerrard Baldwin
at the opening of the 4D Chocolate
Adventure



Sir Adrian Cadbury opening The
Bournville Experience, 2007



With the launch of Cadbury Land in July 2000, in a separate building to the rear of the site, and the complete replacement of the play area with a state-of-the-art themed play area, Cadbury World had achieved a shift in appeal to encompass the entire age range “from 0-90 and beyond”.

Feedback from visitors in 2001 indicated that the attraction had shifted from a very adult profile, to a strong child profile. The improvements made to the attraction since 2001 have been of more adult interest in order to re-address this balance, whilst more recent additions and improvements have attempted to be cross-generational.

Attraction Structure – Spring 2016

Cadbury World is now divided into 14 distinct and separate zones: the history of cocoa and chocolate; the origins of the Cadbury business and the vision of its founding fathers; the production of chocolate and popular Cadbury brands; or just fully immersing the visitor in a truly ‘chocolatey’ experience. Each zone broadly follows on from the previous one to give a logical and consistent story for the visitor’s self-guided journey.

On entry to the main exhibition, the story of cocoa begins, in the jungles of Central America, in the area now known as Mexico. The *Aztec Jungle* zone was ‘re-laid’ in January 2005, to incorporate water features and a more detailed explanation of the culture and beliefs of the various peoples who lived there up to the time of the Spanish conquest.



The visitor then moves into the *Journey to Europe* zone - describing the way that the taste for cocoa and chocolate eventually made its way to high society in England in Cromwellian times. This zone leads into the last remaining set from 1990, now known as *Bull Street* zone, covering regency London and the earliest days of John Cadbury’s business in Birmingham in the 1820’s in a re-creation of Victorian Birmingham.

Since 2001, the *Cadbury Story* zone and *Making Chocolate* zone have controlled the visitor-flow within the exhibition with automatic doors. Updated to include subtitles, these visually compelling zones tell the story of the origins of the Cadbury business, the Factory in a Garden and the Quaker principles important to the development of the company, and the manufacturing processes involved in producing Cadbury chocolate. The *Making Chocolate* zone is a multi-sensory experience and was one of the first of its kind in the UK leisure industry.

Exiting *Making Chocolate*, the visitor moves into the *Manufacturing* zone (originally created in 2000) where they can select on consoles' various videos relating to the manufacturing of four popular brands within the Cadbury product portfolio.

Walking up stairs (or accessing via the lift provided), the visitor moves through a time tunnel (constructed 2005) to commemorate the 100 years of Cadbury Dairy Milk.



The visitors make their way to the Green Screen where they can have a picture of themselves included with a popular product or Cadbury designed photograph before (moving onto the *Packaging Plant* zone, subject to scheduling, the visitor gets to see a snapshot of the real Bournville factory in operation as various Cadbury Dairy Milk products move their way along the conveyor belt on their journey to the outside world. The visitor then makes their way to the *Cadabara* Zone (updated in 2008 and 2016) – consistently voted as being one of the most popular zones – and a second souvenir photograph opportunity.

Downstairs, the visitor has the chance to purchase their photographs in a variety of merchandise options.



Since mid-2004, the Chocolate Making zone has allowed visitors to see how chocolate was made before mass-manufacturing methods were introduced. Here, the visitor can sample a pot of liquid chocolate with inclusion and watch as skilled Cadbury World Chocolatiers hand-craft novelties which can be purchased later in the Cadbury World shop.

As part of the programme of continuous improvement, in the summer of 2009, three sets comprising of the Happiness Room (2005), Coronation Street (built in 1996 and showcasing Cadbury's ten-year sponsorship of ITV's flagship drama), and the Advertising Room (constructed in 2001) were replaced by the *Advertising Avenue Zone*. *Advertising Avenue* gives the visitor the opportunity to walk through a chronologically-themed life-sized street of chocolate houses, as they enjoy the history of Cadbury's advertising past from posters through to interactively-selected television commercials.

In 2006, the *Purple Planet Zone* gave visitors the opportunity to participate in a uniquely interactive chocolate environment. *Purple Planet* allows the opportunity to play in chocolate rain, grow and care for a cocoa bean tree, and chase a Cadbury Creme Egg. During 2015 Cocoa Life was introduced with a new interactive Cocoa growing set, Liquorice Allsort seating, a 'chocolate pond' that moves when visitors walk over it, a Cocoa Bean Pod game and in 2016 the Infinity set was updated.

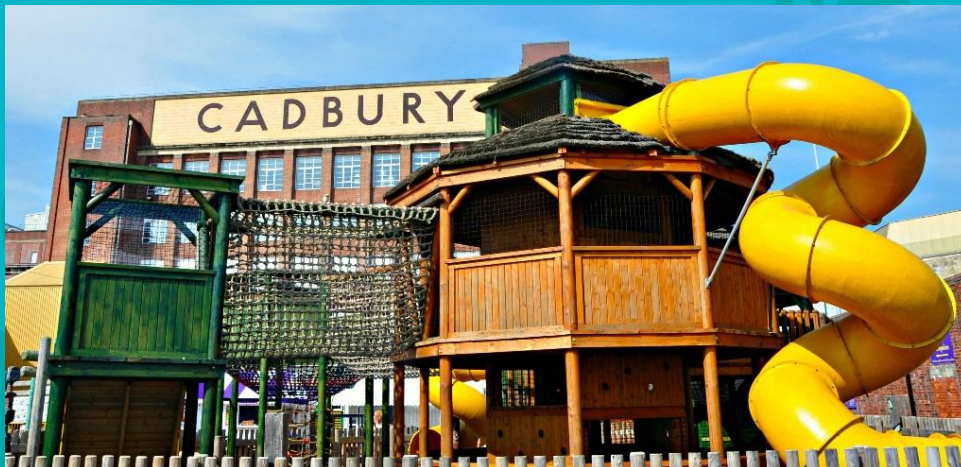
Exiting the main exhibition into the *World's Biggest Cadbury Shop*, the visitor is presented with various retail offerings, merchandise and exclusive Cadbury World merchandise. In Spring 2009, various aspects of the shop were updated with specialised display units relating to Cadbury UK's 'Power Brands' including Cadbury Dairy Milk, Cadbury Dairy Milk Caramel, Cadbury Milk Tray, and Bassett's Liquorice Allsorts and Jelly Babies. At the start of 2015 the retail zone had a makeover with some vinyl wrap and new entrance from the main tour with new display units to better service the products and a brand new till arrangement to effectively deal with queues.



Upon leaving the *World's Biggest Cadbury Shop*, the visitor has the choice of either purchasing refreshments from Cadbury Café (a 240-seat visitor restaurant offering a selection of both hot and cold meals and snacks) or walking outside of the main building and making their way to the final two zones.

The *Essence Zone* was constructed in 2005 and replaced *Cadbury Land* telling the story of the magical creation of Cadbury Dairy Milk before allowing the visitor to create their own confectionery concoction in a tub of liquid chocolate. For a number of reasons this set was not particularly popular, one of them being repetition of the story from the main tour so it was replaced in 2014 by a 60 seater 4D auditorium called 4D Chocolate Adventure. A lift experience takes you down 33 floors into Cadbury's main production plant before you see the latest 'Chuckle News'. Visitors then enter the 4D show where you are taken on a 'roller coaster' journey with some famous Cadbury characters and brands. Visitors exit into the games room and then a small retail zone.

Opened in 2007, *The Bournville Experience* zone replaced the Cadbury Collection Museum and presents the unique creation of Bournville village through a series of models, multi-media view ports and videos as well as memorabilia from Cadbury's past including John Cadbury's original pestle and mortar used in his shop to create cocoa based concoctions in the early nineteenth century. The Bournville Experience has changed over several years with the introduction of Cadbury Foundation information, the Dame Elizabeth video on the suggested Rules of Health and information on WW1.



With ample free parking space, an outdoor catering kiosk, the children's African Adventure play area, and a picnic area – the grounds of Cadbury World offer the visitor plenty to see and do (with easy access to Bournville village) whilst they wait for their entry into the main exhibition or enjoy any complimentary entertainments available at weekends and school holidays. The entertainment shows provided can range from popular TV show characters like The Sooty Show to magic shows hosted by children's entertainers.

Opening Schedule

Cadbury World is generally open between 320 and 325 days each year -which tends to be every day from early February through to early December, and four or five days a week outside that time. It is necessary for there to be complete closure to the visitor from New Year's Eve through to the third week in January, in which time major installations, refurbishment and renovations take place.

Originally, Cadbury World opened every day except Christmas Day, for the same length of time each day. However, experience of the natural patterns of business, and the waste of opening on a day when variable costs are likely to outweigh the marginal revenue from visitor attendance, has led to a distinctive schedule of opening times. At the quietest (off-peak) times, Cadbury World opens at 10.a.m. and ceases admissions at 3 p.m., or often 4 p.m., allowing the final visitors the opportunity to view the exhibition at their leisure, and browse the shop. Generally, closing time will be about 2 hours after the last admission. Average dwell time on site at Cadbury World is 3.5 hours currently.

On busier days, particularly during the school holidays, opening hours are extended up to a maximum admission span of 9 a.m. to 4.30 p.m. The visitors are admitted at the maximum rate of 80 every ten minutes, which allows in excess of 3000 visitors. (For up-to-date information on Cadbury World's opening times please visit www.cadburyworld.co.uk)

Cadbury World & Education

Cadbury World is a company committed to education. Tracing back to 1879 and the move to Bournville, George Cadbury introduced the first employee and community education programme. Cadbury World has maintained this same enthusiasm and commitment to education to the present day.

Whilst touring Cadbury World you will discover the history and heritage of the company and learn how it developed from a small Birmingham based business into a global company. Cadbury World feels that it is important to teach the young people of today about business and the way in which we operate. With the information we provide through visuals and exhibitions, we hope that it will give them a good understanding, which will then prepare them for the readily awaiting world of work.



One of the first attractions to be awarded the Learning Outside the Classroom Quality Badge from the Council of Learning (www.lotcqualitybadge.org.uk), Cadbury World's Education offers have gone from strength to strength. Cadbury World is committed to the education of young people and has tailor-made packages to support the education needs from Key Stage 1 through to Key Stage 5 and beyond. Educators can bring their students for a standard visit around the exhibition – complimenting this with downloadable workbooks, or can attend one of a series of talks from Aztecs to Victorians aimed at a Primary-level audience through to talks supporting various GCSE subject's national curriculum. Indeed, education talks have proved so successful over recent years that a second purpose-built education room was opened in January 2009 to accommodate growing demand and the Education team has grown from one person to four people.

Marketing Cadbury World

“In the early 1960s Professor Neil Borden at Harvard Business School identified a number of company performance actions that can influence the consumer decision to purchase goods or services. Borden suggested that all those actions of the company represented a “Marketing Mix”. Professor E. Jerome McCarthy, also at the Harvard Business School in the early 1960s, suggested that the Marketing Mix contained 4 elements: product, price, place and promotion,” (Wikipedia).

The “4 p’s” are good place to start when looking at any marketing strategy and its effectiveness. Over time, the main concept of the “4 p’s” has developed to become the “7’ps” (with the inclusion of ‘Process’, ‘Physical Evidence,’ and ‘People’).

As techniques and technology develops, even these “7 p’s” have been deemed too restrictive in terms of marketing analysis and now some commentators have even point to a recently devised “Web 4.2 (the new 4 P’s)” including ‘Personalisation’, ‘Participation’, ‘Peer-to-Peer’, and ‘Predictive Modelling’.

Whilst not giving a comprehensive overview into Cadbury World’s marketing strategy, broadly in-line with the relevant ‘P’s’ of the marketing mix, the below gives an insight into the way Cadbury World goes about talking to visitors, potential visitors and generating awareness for its products and services.

Product

As a leading tourist attraction, Cadbury World operates in a service industry and is almost unique in being owned by a major manufacturer. The product that Cadbury World delivers is “a memorable, exciting and great day out”; whereas for the main Cadbury business, the product delivered is chocolate, candy, gum brands and drinking chocolate products.

The actual *product* Cadbury World delivers has been built up over 26 years. As discussed in previous sections, it has changed, developed and evolved over time. Whilst being intrinsically-linked to the main Cadbury (Mondelez International) business; Cadbury World as a profit-making business unit would not survive if it wasn’t for the desire to offer a quality day out.



Visitor Numbers

1992 411,575	1993 472,735	1994 495,164	1995 515,955	1996 532,631	1997 547,575
1998 529,167	1999 496,301	2000 480,467	2001 530,238	2002 537,073	2003 523,816
2004 532,392	2005 564,100	2006 534,441	2007 503,617	2008 537,298	2009 567,587
2010 560,300	2011 590,361	2012 663,094	2013 653,396	2014 643,063	2015 647,382

Primary Demographics and Targeted Visitor

- Adults 55% / Children 45% / UK (domestic) 90+%
- ABC1 50% vs. 38% population
- Key catchment area 75-150 miles radius to the south of Birmingham

Pricing

In the confectionery market, the price of the products, and the amount of planning prior to purchase are both relatively small. In the leisure industry generally, and specifically for a visit to Cadbury World, the commitment e.g. admission price, travel costs and time to plan the visit are significant.

Cadbury World offers various pricing structures to meet the expectations of different visitors and changing economic situations. For instance, in the third quarter of 2015, the pricing structure for 2016 had already been agreed and printed on marketing literature for use during the following year.

Current 2016 Cadbury World pricing is split into peak (classed as school holidays) for Group parties (special Group packages are offered including a Memory Lane Tour, , Choc & Steam, and meal deals –designed to meet the different needs of different Groups) and off-peak prices. A special rate for educational visits (non talk) and educational visits (with talk / study day).

The standard adult ticket costs £16.75, child ticket is £12.30, with a concessionary rate offered to seniors and students at £12.65. Family tickets are also available at £49.96.

One element of Cadbury World’s pricing strategy growing in importance and requiring constant review and monitoring is that of its discount strategy. Cadbury World works with a number of third party promoters and businesses in order to offer a discount on the entry price. This strategy helps to increase visitor footfall, whilst using the third party’s databases and own marketing budget to promote Cadbury World and its products.

Other considerations in determining the pricing strategy would be the participation costs for competing leisure activities (other attractions, cinemas etc.) as well as the price Recommended Selling Price (RSP) for merchandise and confectionery.

Promotion

Promotion of Cadbury World to various target audiences to build visitor numbers is proving to be a vital part of the management function and encompasses every method for generating awareness of the Cadbury World offer. In the past, and as alluded to in previous sections, Cadbury World has been seen as having a bias towards a certain age demographic. Indeed, it was concluded through research, that the potential visitor may not be fully aware of what Cadbury World is or what its position is in the leisure market. Some members of the public thought it was a theme park, whilst others thought it was a museum, and others still being confused about what age group it appealed to.

In 2008, working with Big Communications, it was deemed that in order to execute a successful campaign, Cadbury World should start by talking to the consumer at a very basic level in terms of what Cadbury World is and what there is to offer. Launched in 2008, all Cadbury World marketing material now leads with the visually compelling and emotionally-charged “*Where Chocolate Comes to Life*”, with an additional tag line to tell the visitor that there is quite a lot on offer: “*Fourteen Amazing Zones, One Fantastic Day Out*”.

To support and reinforce this message further, each Zone has had its own instantly identifiable Icon designed which is used to signpost the separate areas within the exhibition on promotional communications.

Mondelēz
International





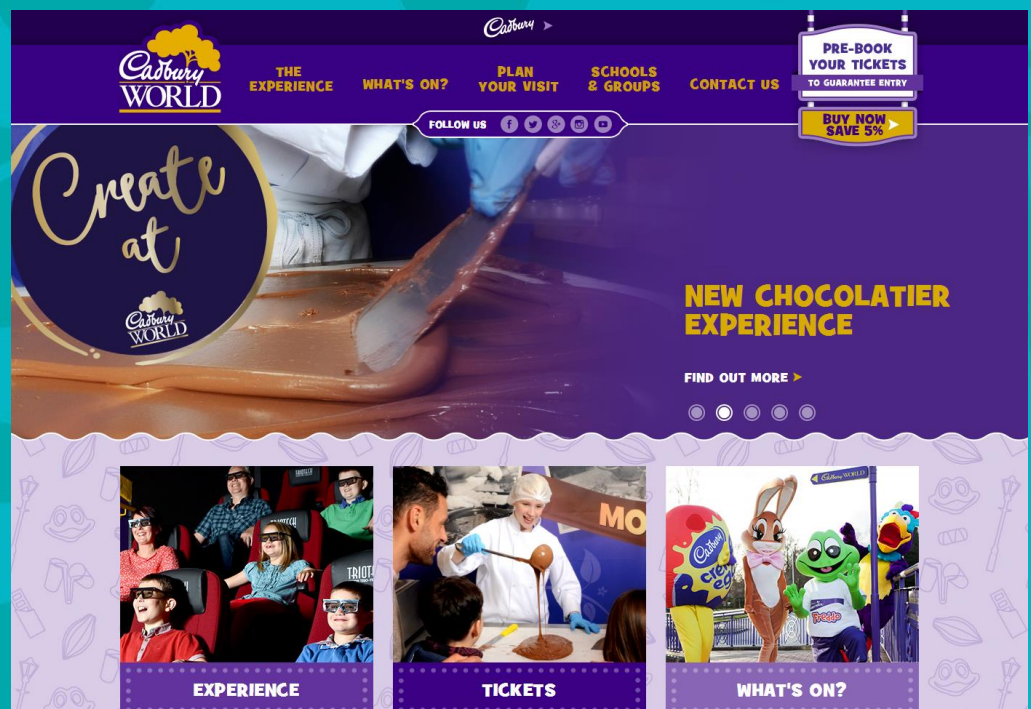
The 2016 marketing campaign includes a presence on regional radio stations near to Birmingham and the Midlands; 48-sheet and 6-sheet billboards and posters on main arterial routes within the region; various full, half, and quarter page adverts in targeted magazines and publication. Leaflets supporting the specific group, education and general visitor experience have also been produced and are freely available to anybody requesting them as well as being in paid-for distribution points.

Other promotional activity including competitions to win family tickets, submitting articles and writing press releases and other value-adding but low-cost activity.

Website / Information Technology –and the new 4 P's

Cadbury World's new website (launched 2009 and upgraded 2016) is built using the MOSS web builder system. This allows content to be updated easily and provides simple data around number of visitors to the site, which pages are the most popular, and what downloads are accessed the most.

The website allows the visitor to select the content they wish to view, is easy to navigate and gives the visitor the opportunity to actively participate in the website content by uploading their pictures and stories of the Cadbury World experience and also link to peer-to-peer sites including Facebook and Bebo.



Place

Usually the fourth element in the traditional marketing mix is Place.

There is only one Cadbury World in the UK, and it is located in Bournville in Birmingham – the ‘spiritual heart’ of the Cadbury business.

Processes and Physical Evidence

As discussed previously, processes and ways of working are continuously reviewed (across all departments) to maintain a very high level of service and to ensure the smooth running of all Cadbury World operations.

This is evident in the number of returning visitors, customer feedback and a consistently high score in the mystery shopper surveys.

Human Resources and Staffing

A true demonstration of the quality Cadbury World offers is in its staff all of whom are passionate about working for such a unique leisure attraction and as part of the wider Cadbury business.

When first opened, Cadbury World had a staffing level of 100 fulltime employees, of whom 65 were exhibition staff, and the remainder back of house, catering, retail and administration. As time passed and business patterns were established, staffing levels were trimmed to include part-time and seasonal labour, which could be more flexible to fit the flow of visitors. Later, the restaurant operation and management was contracted out to a specialised catering company.

One of the benefits of being part of Mondelez International is that staff have access to professionally developed and led training courses which might otherwise prove cost prohibitive to other leisure attractions. Other advantages include the availability of opportunities to move between business units as well participate in pension schemes and Occupational Health support through BUPA.



Conclusion

On 14 August 2015, Cadbury World celebrated its 25th anniversary. Over those 25 years much had changed in the terms of how it operates, functions, the products and services offered, and the types of exhibits, sets and attractions the visitor can see.

Many of these changes have been a natural evolution as time has progressed and the demands and needs of the visitor have changed. Other changes have been a response to economic or cultural pressures or in order to adapt to the new and portable uses of technological advances.

With a leisure product that is uniquely placed in the marketplace and with a parent company whose very ethos is to “Create Moments of Joy”, Cadbury World will continue to meet the challenges of the economic environment and needs of its visitor with the same commitment and passion it has demonstrated since 1990.

Want To Learn More?

www.cadburyworld.co.uk

www.cadbury.com

www.skillsspace.co.uk

Email: cwreservations@mdlz.com