

# JOSEPHINE FAIRLEY

 @jojosams

## THE STORY OF GREEN & BLACK'S

BUILDING A GLOBAL BRAND BY PUTTING THE  
CUSTOMER AT ITS HEART



# SD1 19





**I learned  
the  
importance  
of great  
customer  
service  
very early  
in life...**



**If you don't do it,  
you'll never know what  
would have happened if  
you had done it...**





**‘Doing good  
is good for  
business’**

Dame Anita Roddick



**GREEN &  
BLACK'S  
ORGANIC DARK  
CHOCOLATE**

**100g**

**3.5oz**

**70%  
COCOA SOLIDS  
CERTIFIED  
ORGANIC BY**





For the  
11th year  
running

**TH!NK**  
DIFFERENT





# THE INDEPENDENT

## Right-on, and it tastes good, too

ORGANIC CHOCOLATE goes on sale in natural food stores throughout Britain for the first time this month. Green and Black's Organic Chocolate comes from plantations in Togo, West Africa, which have been kept completely free from pesticides and chemical fertilisers, and are certified as organic by the French equivalent of our Soil Association, Nature et Progrès.

Sceptics who might assume that any such chocolate, coming from outside established chocolate channels, would be "right-on" but fairly gruesome on the palate, are in for a surprise. The cocoa beans are imported to France, where they are manufactured into chocolate by specialist chocolatiers Sobocam at Dijon, and Pelletier, in St Etienne. The blend of ecological agriculture

and French chocolate expertise has produced a winner. Green and Black is a powerful, military-style chocolate with

a potent, dark, almost coffee flavour and weighs in at a very serious 70 per cent proportion of cocoa solids. Sugar is kept well in the background, making this a sure-fire hit with lovers of long, dark chocolate.

Its arrival intensifies the debate around pesticide use in cocoa plantations. A new book, *The Pesticide Handbook* (Hurst, Hay, and Dudley, £22.50 Journeyman), uses the cocoa industry as a case history illustrating the problems of pesticide use in developing countries. One of the authors, Dr Alastair Hay, describes plantations he has visited in Brazil where he found peasant farmers using toxic chemical sprays in choking conditions with no protection other than rubber boots to prevent snake bites.

"Many of the pesticides used on cocoa plantations have been banned in Europe and the US because they are too dangerous." He points out that many cocoa workers are either illiterate and so cannot read any rudimentary instructions for pesticide use, or have not been properly trained. That produces a catalogue of problems from plantation poisonings and "accidents" to birth defects and chronic illnesses among workers.

"Advertising, together with direct pressure from manufacturers to increase pesticide usage is making the problem worse. National laws designed to control pesticide use are either too weak, or simply ignored because there are not enough people to enforce them," says Dr Hay.

The activities of transnational companies in encouraging growers to rely more on pesticides comes in for further criticism from Craig Sams, supremo at Whole Earth Foods. In 1987, he visited cocoa growers in Belize.

"The Mayan growers were still practising the traditional biological system of interspersing wild cacao plants amongst the cultivated cocoa trees to strengthen their genetic resistance. Then the American Hershey Corporation came along with hybrid cocoa

trees that could crop several times a year. They offered free trees and premium payments for cocoa beans if

growers would rip up the wild plants and replant their plantations. Gullible farmers put the new trees in, and found that although they were higher-yielding, they were more prone to fungal disease and needed much more fertilisers.

"By 1990, the cocoa price had dropped and Hershey was not paying the same premiums. The rising costs of reliance on pesticides and fertilisers meant that farmers were actually worse off than before. Meanwhile, the sustainable agriculture system they had used for centuries was screwed up," says Mr Sams.

When it comes to the health of chocolate consumers, rather than cocoa producers or the environment, it is known that residues of pesticides do turn up in beans. Industry bodies, such as the Biscuit, Cake, Chocolate and Confectionery Alliance, argue that these are minute, and far below government safety levels. Dr Hay agrees that there is no evidence to suggest that residue levels are dangerous. But he says the question to ask is: "Do pesticides need to be there at all?"

Green and Black's organic chocolate is on sale this month in natural food stores, £1.89 for 100gms.

*Green and Black is a powerful, military-style chocolate with a potent, almost coffee flavour*



@jojosams



# CHOCOLATE FIVE WAYS





March 1994  
**The UK's first  
Fairtrade-marked Product**







**In the age of Twitter and Facebook, great customer service is more important than ever – because damage can be done in the blink of an iPhone...**

 @jojosams







**Putting yourself in  
your customer's  
shoes also happens  
to be a great place  
to start when it  
comes to dreaming  
up new products,  
ideas and  
schemes...**







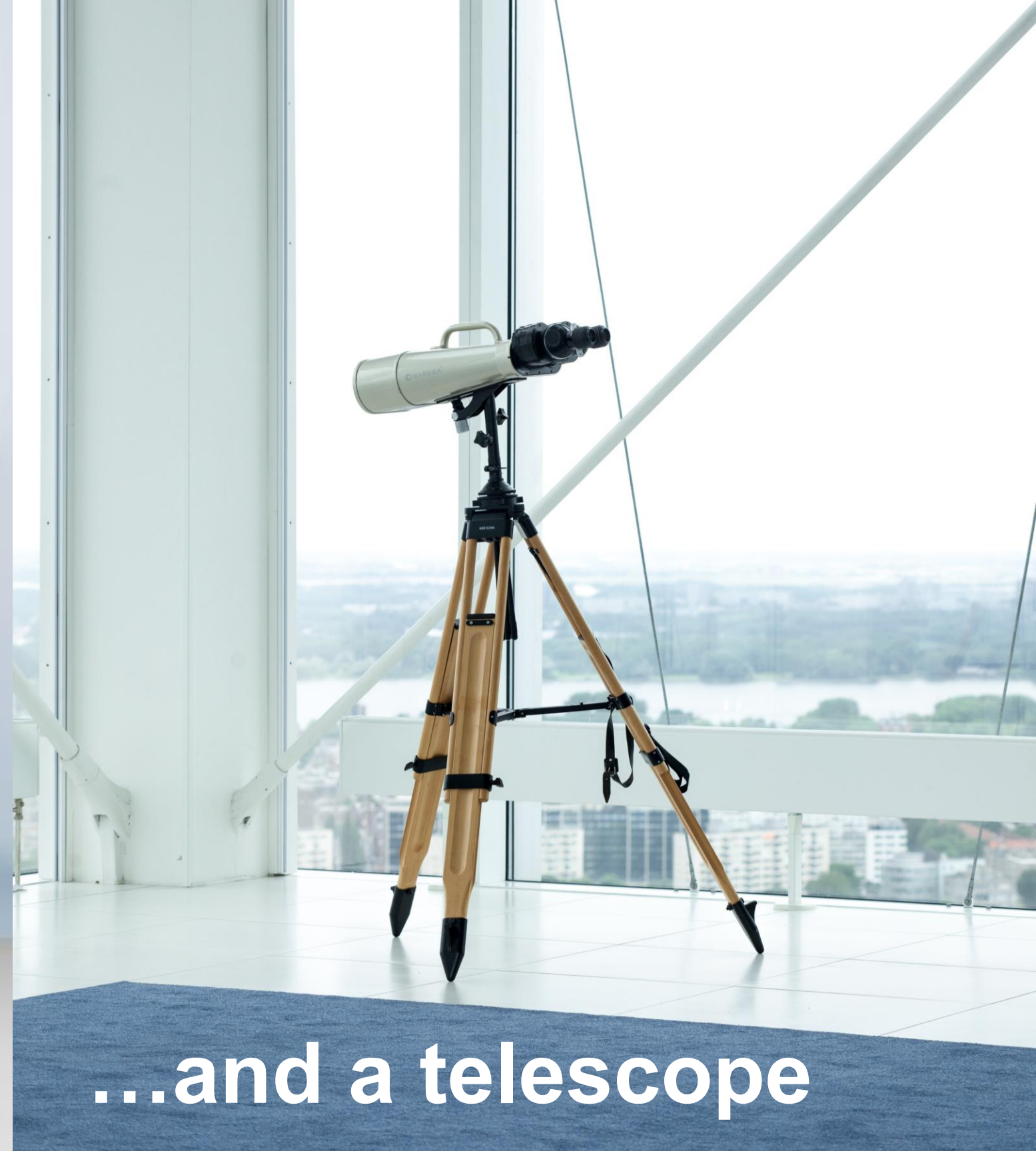
**THIS IS WHERE  
YOU WANT TO BE!**







**In business, we all  
need a microscope...**



**...and a telescope**



**It's easy to feel like  
this – but we're all  
part of a shoal...**





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