

CHOCOLATE FORTUNES



**The Battle for the Hearts, Minds, and
Wallets of China's Consumers**

LAWRENCE L. ALLEN

Foreword by Dr. Angel Cabrera, President, Thunderbird School of Global Management

Chocolate Fortunes

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This book is dedicated to my parents, Louis and Kaleope Allen, whose 1980 trip to China inspired me to find my career path, and whose love and devotion to their children is the foundation of all that is good and meaningful in my life.

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by Dr. Ángel Cabrera and Dr. Mary Teagarden
of Thunderbird School of Global
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Trademarked terms in *Chocolate Fortunes*:

Almond Roca
Baby Ruth
Blue Riband
BreathSavers
Butterfinger
Cadbury Creme Eggs
Cadbury Dairy Milk
Cadbury Dairy Milk Fruit and Nut
Cadbury Roses
Cadbury Dairy Milk Whole Nut
Cailler
Carnation
Certs
Cheerios
Chunky
CoffeeMate
Coke
Crackle
Crispy Delicious Rice
Dannon
Dentyne
Doublemint
Dove
Dove Bar
Dove Promises
Dovebar ice cream
Dr. Pepper
Dreyer's
Éclairs
Ethel M
Ferrero Rocher
Future Cola
Halls
Hershey's
Hershey's Bar with Almonds
Hershey's Kisses
Hershey's Kisses with Almonds
Hershey's Nuggets
Hershey's Peanut Caramel Bar
Hershey's Special Dark
Hershey's Symphony
Hershey's Syrup
Ice Breakers
Jindi
Jinsha
Jolly Rancher
Kentucky Fried Chicken
KitKat
Kjeldsens Butter Cookies
Konabar
Lindt
M&Ms
Mar-O-Bar
Mars Bar
McDonald's
Mercedes-Benz
Milk Tray
Milky Way
Mr. Goodbar
Nescafé
Nescafé "1 + 2 sachet pack"
Nestlé Cailler Table Bomb
Nestlé Celebration
Nestlé China Crunch
Nestlé Crunch
Nestlé Infant Food
Nestlé Milk Wafer
Nestlé Wafer
Nutella
Oh Henry!
Oreo
Oreo Chocolate Wafer
PayDay
Pepsi
Perrier
Perugina's Baci Chocolate
Purina Friskies
QueQiao
Raider bar
Red October
Reese's NutRageous
Reese's Peanut Butter Cups
Ritter Sport
Schweppes
Smarties
Snapple
Snickers
Stouffer's
Sugus
Taster's Choice
3 Musketeers
TicTac
Twix
Uncle Ben's
Whac-a-Mole
White Rabbit

Foreword

Cacao began its global journey over five hundred years ago when the Spanish conquistadors brought seeds back to Spain from Mesoamerica and introduced what would become an icon of the Western world's decadence and indulgence to Europe. Only during the last quarter of a century has cacao's journey extended into China.

Today, world business leaders are captivated by the sheer size of the China market, and those in the global chocolate industry are no exception. In *Chocolate Fortunes*, Lawrence Allen, a Thunderbird alumnus, paints a compelling, comprehensive, and dynamic portrait of the global chocolate industry's quarter-of-a-century endeavor to capture the mindshare and taste buds of Chinese consumers, which proved a Sisyphean challenge for most.

It is fitting that this story be told by a Thunderbird alumnus. For the last sixty-two years, Thunderbird has been dedicated to educating global leaders who can break barriers, build bridges of cooperation and understanding, and create new ventures that bring about prosperity around the world. Thunderbird's ap-