Cadbury Schweppes plc is a confectionery and beverage company with its headquarters in Berkeley Square, London, England, UK. Cadbury Schweppes is currently the only major international confectionery manufacturer to produce Fairtrade or organic products, which it sells through its subsidiary company Green & Black's.

Cadburys employs a functional structure. This is because they have to fit lots of staff into a small number of departments in the business. Here is Cadbury Schweppes' flat structure. Cadburys has a functional structure mainly to cut all the middle management in their business. This would cut costs and get rid of all the unwanted and unfilled jobs within Cadburys. The functional structure is very similar to the hierarchical structure, but the hierarchical structure is used more in smaller business because it is less risky.

Hierarchical Structure

The hierarchical structure is the most used business structure in businesses today. In a hierarchical company, employees are ranked to levels within the company; each one is one job over another. At each stage of the chain, each person has one person directly underneath them. This means their span of control is smaller than expected. The chain of command would look like this.

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Below is a table of advantages and disadvantages of the hierarchical structure:

Advantages of Hierarchical Structure	Disadvantages of Hierarchical Structure
• Authority and responsibility clearly defined	• Can be very bureaucratic and respond slowly to changing.
• Clearly defined promotion path	• Poor communication across organization.
• Specialist managers and this is encouraged by this structure.	• Department can make selfish decisions more easily.
• Employees very loyal to department	

Matrix Structure

A matrix structure contains teams of people created to split up the certain sections. The teams will be created for different projects. The business employs a project manager. It is likely that teams deform, because the business is set up to complete each project. Here is a table of advantages of advantages and disadvantages:

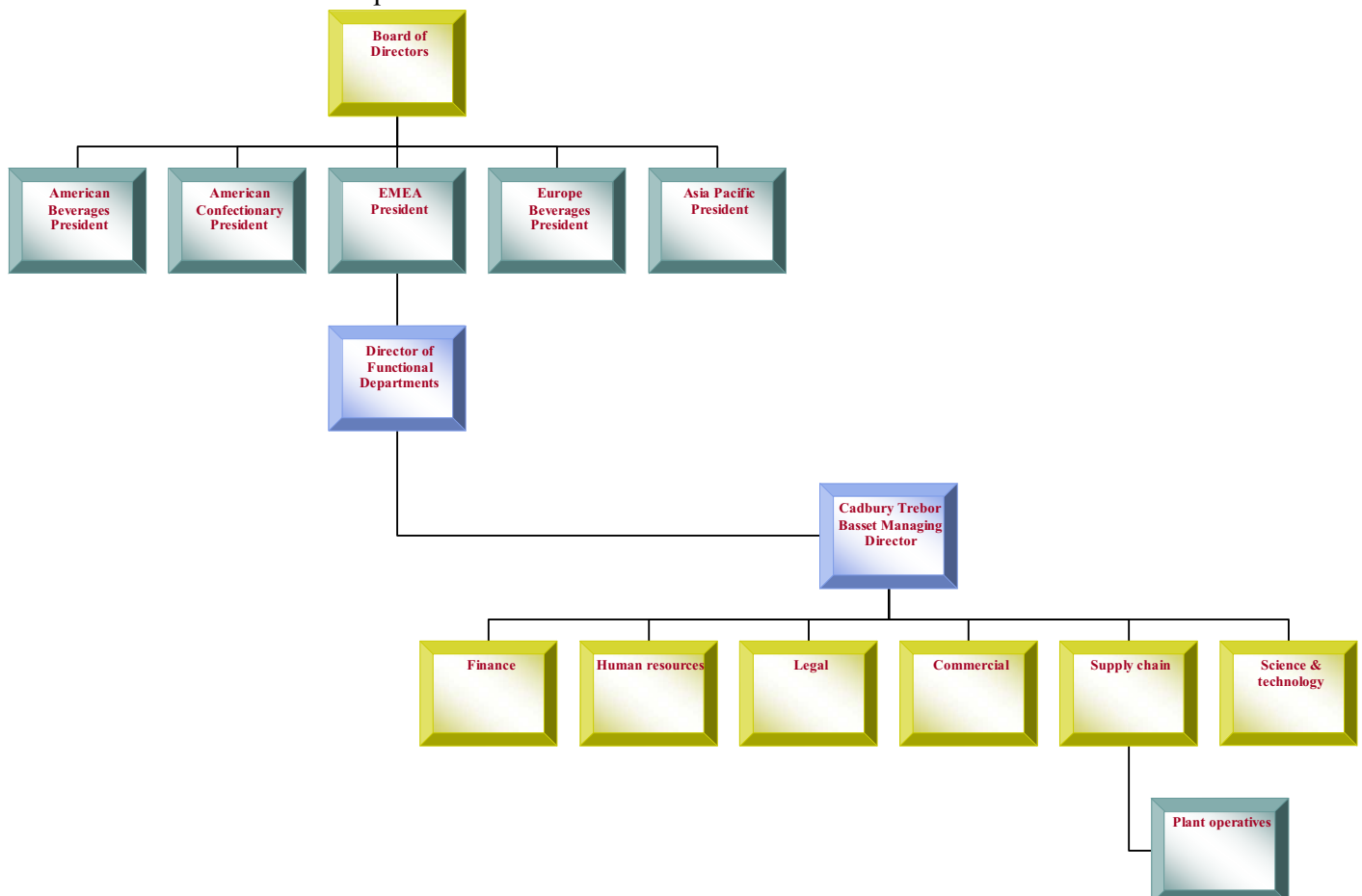| **Advantages**	**Disadvantages**
• Individuals can be chosen according to the needs of the project.	• Conflict of loyalty could ruin business.
• The use of the project team is dynamic and is able to deal with problems much quicker.	• Giving teams lots of independence can be difficult to check up on.
• Project managers are completely responsible for completing within time and budget.	• Costs can be increased if there are lots of project teams.

And here is a diagram:
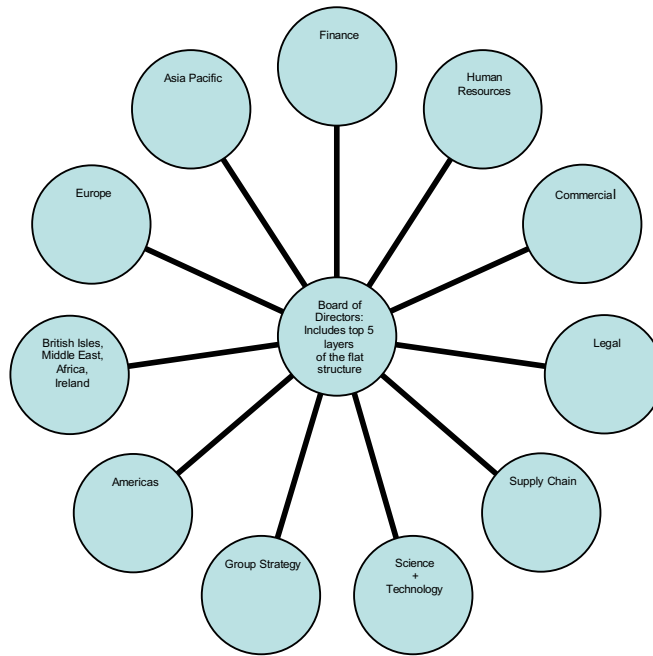
Flat Structure

In contrast to some of the other structures, a flat structure has very few layers of management. This means that the Chain of Command from top to bottom is relatively small, but the span of control is very wide. The flat structure is most commonly used in smaller businesses because they don't have much senior management. Here is an example of a flat structure.
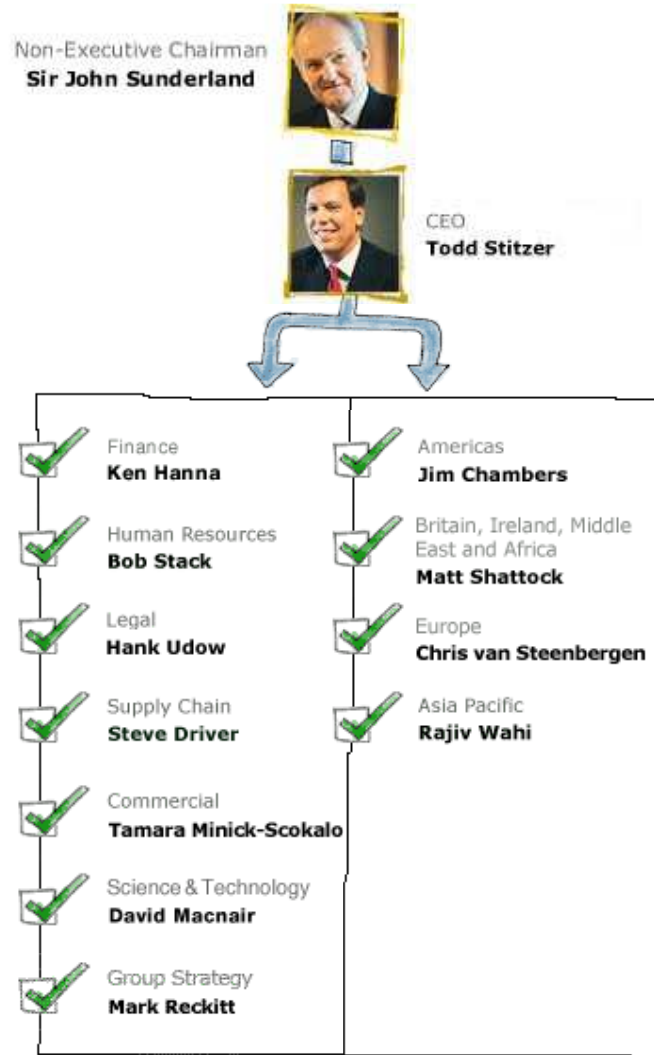
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And here is a table of advantages and disadvantages:

Advantages	Disadvantages
• Great communication links between top and bottom.	• Workers may have more than one boss
• Easier decision making.	• May be harder for business to expand.
• Good team spirit.	• Structure limited to small organizations.
	• Function of each department may merge into other departments.

A functional structure is successful in larger businesses because it encourages a team approach. However the big drawback is the fact that Cadburys offer little to no promotions because lots of people are on the same level/ grade in the business.
Here is an example of a functional structure:

However, it does not go with the normal structure, as the chart has been taken apart to accommodate such people. Below is a diagram of the Cadbury Schweppes LTD organizational chart.

Non-Executive Chairman
Sir John Sunderland

CEO
Todd Stitzer

Finance
Ken Hanna

Human Resources
Bob Stack

Legal
Hank Udow

Supply Chain
Steve Driver

Commercial
Tamara Minick-Scokalo

Science & Technology
David Macnair

Group Strategy
Mark Reckitt

Americas
Jim Chambers

Britain, Ireland, Middle East and Africa
Matt Shattock

Europe
Chris van Steenbergen

Asia Pacific
Rajiv Wahi

The functional structure has many advantages and disadvantages. Below is a table of these:

Advantages of functional structure	Disadvantages of functional structure
• Authority and responsibility and clearly defined	• The organisation can be bureaucratic and respond slowly to changing
• Clearly defined promotion path	• Communication across various sections can be poor especially horizontal communication.
• There are specialists managers and the functional environment encourages the effective use of specialist managers	• Department can make decisions which benefit them rather than the business as a whole especially if there is Interdepartmental rivalry.
• Employees very loyal to their department within the organisation	

Parts of each of these departments are three important roles. These include:

- Head Of Department
- Senior Manager
- Line Manager – People that undertake this role are usually the Clerical Support Assistant and Customer Services Assistant.

The chain of command in Cadbury's is relatively small because lots of the workers work on the same level and so the instructions and orders pass more freely. It moves more freely than a hierarchical structure because there are more middle management jobs in the hierarchical structure.

A message would start via the non-executive chairman, and then he would pass the message down to his SEO, who would then forward it onto the involved departments such as Finance and Legal. This message would be reached by the head of department who is obliged to pass the message down to the senior manager who would pass the message down to the Clerical Support Assistant and Customer Services Assistant (Line Manager). You may think this is long – winded, but a hierarchical structure would take much longer and is at a bigger risk of not actually getting to the bottom of the structure.

The span of control is larger in a flat - structured business because the departments are smaller and all middle management is cut out. In basic terms, the span of control is the number of workers that a manager has direct control over. This would mean that for a hierarchical structure the span of control is greater the lower you get. The drawback of the span of control is that it is possible to have one worker underneath the manager, therefore meaning that the span of control is meaningless.

Responsibility work together as you have to take responsibility for all the people in your span of control as you give out the orders and they are into your command. Authority works via how high up you are on the structure. The higher you are on the business structure, the more authority you have over people and the more you can order them about and tell them to do your dirty work. In a flat structure of business, the authority levels are fairly minimal due to the fact that lots of other people are on a par with you and you are not obliged to order them about and give them some of your jobs.

Would the functional structure be able to change to a matrix structure of business?

The matrix structure would be easily achievable because the Cadbury's business employs a structure that already is dissected into departments. Here is an example of what the structure would look like it.
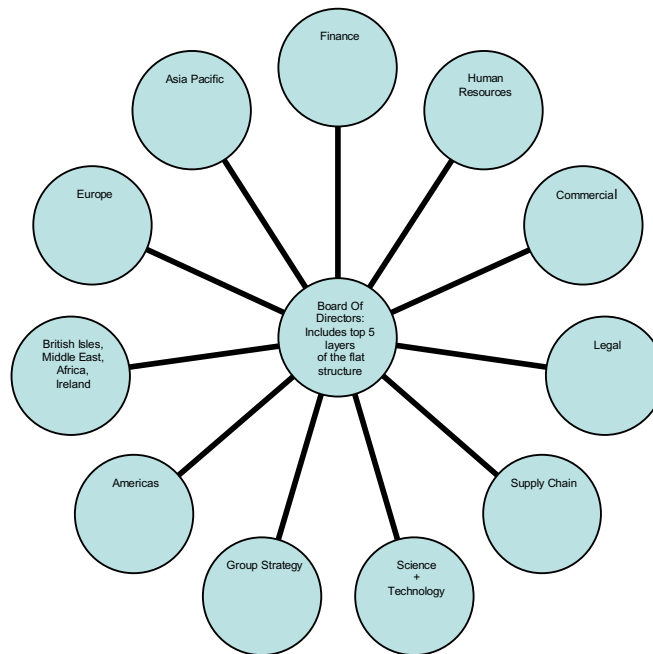
With the matrix management system, it would be easier to make it easier to create marketing and development teams as they will be able to gather members from each department directly.

Internally the structure would hardly change as there is only one way that a business can be internally structured; reminding themselves they have to have the correct authority and representatives on the board.

The main advantage of the matrix structure is the fact is extremely easy to understand. Another advantage is the sheer amount of skills and experience in the business as there are so many different departments. Another great advantage is that there would be fewer positions to fill.

The main disadvantage of the matrix structure would be that positions appear to be lost. However this is easily resolved as some of the jobs that are missing are held in higher authority and get promotion to the board of directors. Furthermore, departments would have to pass down information and would have to make direct contact with the board of directors.

Currently Cadbury's employs a span of control in which a CEO, Todd Stitzer, has direct control over all departments below him such as Production, Group Strategy etc. This is a very successful method because there are not too many leaders and there is just one little person to look up to. Under a matrix management style, this would drop considerably because there would be no CEO and therefore the levels of communication between top and bottom would no longer be there. Because of this, any implications in each department wouldn't get passed on, and customer

satisfaction levels will be poor. Not only is this a problem, it will dampen the company image.

Secondly and finally, this new strategy would not only be bad for business, it would also take an age to prepare as staff would have to get used to the new surroundings.