

# Blood Bananas: Chiquita in Colombia

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# *Agenda*

- Introduction
  - Video
- Overview
- Situational Analysis
- Stakeholder Analysis
- Leadership Objectives
- Recommendations
- Messaging

*Recommendations*

## Overview

- Chiquita Brands International is one of the "Big Three" in the global banana trade
- Largest distributor of bananas in the United States in 2007
- Banana industry in the middle of violent conflicts in Colombia
- AUC, later labeled a terrorist organization, emerges to fight insurgents
- Paid AUC \$1.7 million through the years
- Voluntarily informed U.S. of payments in 2004
- Claimed they felt forced to make protection payments for safety of employees
- U.S. Justice Department argued that Chiquita's money was used by the AUC for violence.
- Plea agreement: Chiquita became the first U.S. company convicted of financial dealings with terrorists

## Video



## Situation Analysis

- Company successes overshadowed by preconceived notions of banana industry
- Economic Imperialism
- Injustice in global trade market
- Exploitation of agriculture (abuse of 3rd world countries)
- Involvement in narco-terrorism, denial of accusations
- Non-compliant financial dealings with AUC (protection payments)
- CSR & Core Values

## Stakeholder Analysis

### Chiquita Brands International

In 2004, Chiquita voluntarily admitted to the U.S. that its Colombian banana subsidiary, Banadex S.A., made protection payments to (AUC) from 1997 to 2004.

### U.S. Justice Department

Conducted an ongoing investigation and determined Chiquita's involvement with the terrorist group AUC.

### AUC

In exchange for protection of its employees and property, Chiquita to pay "taxes" to their terrorist organization.

# Q&A ? ?

## Leadership Objectives

Chiquita needs to work on foundation pillars of-

- Communication- the firm must learn how to communicate truthfully internally and externally
- Ethics- leaders must model appropriate behavior and create a culture of accountability
- Shared Values- employees must buy into company values and put values into use daily

## Recommendations

...ngs  
with government officials  
(s)  
and environmental business  
class corporations on  
and distributions to improve

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*Video*



YouTube