

Index

- A Tortolano, views 7.124
ABS Leisure Ltd, views 7.284
Absolute barriers to entry, concept 4.87
Access proposals
 CC, possible remedies 2.322, 2.334, 2.356
 views of
 BEW 2.325–2.326, 8.7–8.8, 8.11–8.12, 8.92
 Ebor 7.178
 Mars 6.106–6.108
 Nestlé 6.196
 TBA 7.119
 Treats 6.238
Account Marketing Investment bonuses, Mars 4.82
Accounting issues 5.28
 CC
 possible remedies 2.322–2.323, 2.332
 recommendations 2.356
 views of
 BEW 2.326, 2.333, 8.91
 ex-dedicated distributors 7.24
 Mars 6.8, 6.13, 6.72, 6.85, 6.90, 6.97, 6.110,
 6.125, 6.128, 6.135
 Nestlé 6.166, 6.186, 6.194–6.195, 6.197, 6.202
 Treats 6.238, 6.240
 (see also Transparency)
Advertising
 background 4.92, 4.95–4.97
 BEW 1.10, 2.36, 4.95–4.97, 5.68–5.72
 CC, findings 1.10
 comparisons 1.10, 2.36
 GSV percentage 5.70, 5.176, 5.194–5.196
 importance 2.174, 2.177
 issues statement App 2.1
 Mars UK Limited 2.36, 4.96–4.97, 5.213
 Nestlé UK Ltd 2.36, 4.97, 5.188
 statistics 4.96–4.97, 5.68–5.72, 5.188, 5.213,
 5.224
 sunk costs 4.92, 4.95–4.97
 Treats 5.224
 views of
 BEW 8.49
 a distributor 7.376
 ex-dedicated distributors 7.30
 Mars 6.29, 6.53, 6.95
 Nestlé 6.141, 6.146, 6.167
 NFRN 7.281
 Tolsurge 7.99
 (see also Brands; Promotion)
Advocate General's Opinion 2.70, 2.84–2.85, 2.140–
2.147, 2.182, 2.298, 8.8, App 2.2
Alldays plc
 freezer exclusivity 4.66
 views 7.285
The American Adventure, views 7.286
Amortization costs 2.96, 2.107, 5.90
Anglia Frozen Foods Ltd 7.356
 background 7.38–7.39
 views 7.38–7.41
Apollo Leisure (UK) Limited
 background 7.287
 views 7.287
Appleby's Ices Ltd, views 7.125
Artisan Foods, views 7.126
Association of Convenience Stores, views 7.266–
7.273
B Sidoli & Sons Ltd
 background 7.131
 views 7.131
Barking operation 2.68, 2.83, 2.88, 2.89–2.120
 background 2.15–2.19, 4.39–4.40
 CC, conclusions 2.83, 2.88, 2.89–2.120, 2.128,
 2.138, 2.275, 2.334
 costs 2.107, 2.109, 2.117, 2.120, 2.351, 4.73,
 5.90–5.91, 5.109–5.110, 5.113
 practices 2.53–2.120
 statistics 2.59, 2.341, 2.351, 4.39, 5.3–5.4, 5.8,
 5.47, 5.90–5.91, 5.109–5.110, 5.113
 views of
 BEW 8.103
 Mars 6.103
Barriers to entry 2.27, 2.44–2.47, 2.158–2.160,
2.165, 2.186, 2.194
 background 4.87–4.120
 bonuses 4.98–4.99
 CC, conclusions 2.44–2.47, 2.182, 2.220
 exclusivity in distribution—see Exclusivity in
 distribution
 freezer exclusivity—see Freezer exclusivity
 multipacks 4.7
 outlet exclusivity—see Outlet exclusivity
 prices charged 4.90
 retrospective bonuses 4.98–4.99
 sunk costs—see Sunk costs
 types 4.87–4.99
 views of
 BEW 8.31
 ex-dedicated distributors 7.20
 individuals 7.389
 Mars 6.11, 6.14–6.16
 Nestlé 6.141, 6.185
 NFRN 7.280
 Tolsurge 7.101
 Treats 6.214
Barriers to expansion 4.87–4.120
Barwise, Professor, *An evaluation of impulse vs
multipack ice cream markets* 4.107–4.108, 8.51
Baskin Robbins
 background 4.104
 history 4.104
Bells Stores Ltd, views 7.288–7.289
Ben & Jerry's
 background 4.104, 7.127
 history 4.104
 views 7.127–7.128
Bestway Cash & Carry Limited, views 7.129–7.130
Birds Eye Wall's Limited (BEW)
 *A report on courses of conduct pursued by Birds
 Eye Wall's Ltd in connection with the supply of
 wrapped ice cream*, Cm 3971, July 1998 App
 3.2
 activity performance 5.30–5.33, App 5.1
 advertising 1.10, 2.36, 4.95–4.97, 5.68–5.72
 allegations 2.65, 2.72–2.76, 2.86–2.88, 7.11, 7.22
 background 2.14–2.16, 3.7, 4.25, 4.39–4.40,
 4.100–4.101, 5.17–5.72
 board meeting 5.75, 5.77, App 5.6
 brands 1.10, 2.36, 2.79, 2.102, 2.177–2.179,
 2.335, 4.106–4.119, 5.29–5.33
 CC
 conclusions 1.1–1.18, 2.48–2.49, 2.77–2.139,

- Birds Eye Wall's Limited, CC, conclusions—*contd*
 2.148–2.154, 2.172–2.208, 2.216–2.223,
 2.228–2.229, 2.248–2.257, 2.269–2.279
 findings 1.1–1.18, 2.56–2.58, 2.240, App 2.1
 interim measures 1.18, 2.351
 issues statement App 2.1
 recommendations 1.13–1.18, 2.284–2.303,
 2.304–2.349, 2.351–2.354, 2.356
 competition—*see* Competition
 complaints 1.5, 2.65, 2.72–2.76, 2.86–2.88, 3.8,
 7.11, 7.22
 complex monopolies—*see* Complex monopolies
 consultants' reports 5.74
 credit terms 5.141, 5.144–5.147
 debt letter 5.141, 5.144–5.147, 7.62
 dedicated distributors—*see* Dedicated distributors
 discrimination—*see* Discrimination
 distribution—*see* Distribution...
 EC comparisons 2.43
 entry history 4.100–4.101
 franchising—*see* Franchising
 freezer exclusivity—*see* Freezer exclusivity
 growth targets 5.25, 5.87–5.89
 history 4.100–4.101
 imports 4.125
 industry maps 5.2–5.10
 internal papers 2.56–2.58
 letters to ex-dedicated distributors 5.136, 5.141,
 7.62
 market power—*see* Market power
 Midlands Ice Cream Supplies Ltd 5.144–5.147
 MMC
 1979 report 1.2, 2.209–2.210, 3.3–3.4, 4.100–
 4.101, 8.69, App 3.1
 1994 report 8.33–8.34, 8.36–8.37, 8.69
 1998 report 1.3–1.4, 2.5–2.13, 2.90, 2.118,
 2.128, 2.147, 2.326, 2.330, 3.8–3.17, 4.69,
 4.86, 5.29, 5.73–5.77, 5.108, 5.120–5.121,
 8.9–8.10, 8.24, App 3.2
 outlet exclusivity—*see* Outlet exclusivity
 performance 1.1, 2.35, 2.139, 2.159, 5.17–5.59,
 5.87–5.89, 5.109–5.117, App 5.1, App 5.2, App
 5.3
 performance (1994–1998) 5.17–5.59
 personnel 5.60–5.67, 5.113, 5.134, App 5.5
 practices—*see* Practices
 prices—*see* Prices
 profitability 1.1, 2.35, 2.139, 2.159, 5.17–5.59,
 5.90–5.117, App 5.1, App 5.2, App 5.3
 profitability (1994–1998) 5.17–5.59
 proposals 8.98–8.104
 public interest—*see* Public interest
 questionnaire 7.122
 radial distribution 4.31, 4.39–4.40
 refusal to supply—*see* Refusal to supply
 revenue 4.80
 sales—*see* Sales...
 scale monopolies—*see* Scale monopolies
 share of supply—*see* Share of supply
 take-home market 2.261, 5.30, App 5.1
 terms—*see* Terms...
 training 5.60–5.67, 5.113, App 5.5
 undertakings—*see* Undertakings
 views 8.1–8.111
 views of
 Anglia 7.38–7.41
 Brakes 7.139–7.143
 Coldstream 5.142, 7.42–7.44
- Birds Eye Wall's Limited, views of—*contd*
 Cornish Farmhouse 7.46–7.48
 Ebor 7.171–7.176
 Eden Farm 7.52
 ex-dedicated distributors 2.162, 2.245, 2.323,
 5.135–5.139, 7.3–7.37
 FMCG 7.108
 Frederick's 7.185
 Frutina Ltd 7.192
 G&G 7.195–7.196
 Harlech 7.58–7.76
 Ice Patrol 7.207
 Icetag 7.77–7.80
 individuals 7.389
 Loseley (Manufacturing) Limited 7.215–7.217
 Mars 2.158–2.159, 2.211, 2.241–2.242, 2.266,
 2.337, 3.8, 6.2–6.136
 Midlands 5.144–5.147, 7.84
 N W Levers Ltd 7.85–7.87
 Nestlé 2.244, 2.305, 2.337, 6.137–6.213, App
 6.1
 NFRN 7.277–7.278
 Shell 7.330
 Snowking 7.229–7.232
 Sunnyside 7.115
 TM Retail 7.342–7.344
 Tolsurge 7.90–7.100
 Treats 2.243, 6.214–6.243
 (*see also* Unilever; Wall's Direct)
 Blackburn & Haynes, views 7.132
 BMRB 4.19, 8.106
 Boak Ice Cream, views 7.290
 Bob's Ices, views 7.133–7.134
 Bond's of Elswick, views 7.135
 Bonuses 1.9, 1.11, 2.89, 2.103–2.106, 2.124, 2.132–
 2.136, 2.235–2.257, 4.79, App 4.7
 background 2.235–2.247, 4.69–4.73, 4.77–4.82,
 5.56–5.59
 barriers to entry 4.98–4.99
 CC
 conclusions 1.9, 1.11, 2.89, 2.103–2.106,
 2.127, 2.132–2.136, 2.235–2.257
 findings 1.9, 1.11
 recommendations 1.15, 2.316–2.320, 2.356
 competition 1.9, 1.11
 deliveries 4.71
 effects 4.79, 4.98, App 4.7
 public interest 1.11, 2.257, 2.278
 retrospective bonuses 1.15, 2.235–2.251, 2.256–
 2.257, 2.320
 statistics 2.134, 2.237–2.238, 2.247, 4.69–4.73,
 4.77–4.82, 5.56–5.59, 5.140, App 4.7
 views of
 BEW 2.99, 2.124, 2.327, 5.129, 5.148, 8.6,
 8.19, 8.21, 8.25, 8.28–8.29, 8.42–8.45, 8.71,
 8.85, 8.90, 8.102
 ex-dedicated distributors 2.97, 7.10–7.11,
 7.17–7.18, 7.27, 7.35
 Frederick's Dairies Ltd 7.189, 7.191
 Harlech 7.72–7.75
 Loseley (Manufacturing) Limited 7.216–7.217
 Mars 6.50–6.51, 6.53, 6.128, 6.133, 6.135
 Nestlé 6.164, 6.171
 Tolsurge 7.90, 7.102
 Treats 6.228, 6.237
 (*see also* Terms...)
 Boots Frites Ltd
 background 7.136–7.137

- Boots Frites Ltd—*contd*
views 7.136–7.137
- Brake Bros Foodservice Ltd (Brakes), views 7.138–7.144
- Brands
background 4.14, 4.95–4.97, 4.105–4.120
BEW 1.10, 2.36, 2.79, 2.102, 2.177–2.179, 2.335, 4.106–4.119, 5.29–5.33
CC, findings 1.10
Mars 2.36, 4.106–4.119
Nestlé 2.36, 4.106–4.119
survey App 4.2
views of
 BEW 4.14, 8.5
 Nestlé 6.155, 6.178
 Treats 6.215
(*see also* Advertising)
- Brookes, views 7.291
- Bullet Project 5.66, 5.75–5.107, App 5.6, App 5.7, App 5.8, App 5.9
- C J Lang & Son Limited, views 7.145
- Cadbury's 2.44, 2.163, 4.104
- Callanan, Martin, MEP, views 7.354
- Camps Bros Café Ltd, views 7.146
- Capaldi of Brora, views 7.147
- Capital Newsagents Group, views 7.292–7.294
- Carbonated drinks, CC report 6.79, 6.86
- Carlo & Antonio Ice Cream Ltd, views 7.148
- Cashbacks 2.236, 4.82
- CC—*see* Competition Commission
- CCA—*see* Current cost accounting
- Central distribution, background 4.12, 4.32
- CFI 2.167, 2.200, App 2.3
- Charities 2.233, 2.310–2.311
- Chase Ices, views 7.149–7.156
- Chris's Ices, views 7.157
- Coastline Caterers, views 7.295–7.298
- The Coffee Pot, views 7.251
- Coldstream Ice Cream & Frozen Foods Ltd
background 5.142–5.143, 7.42
finance 5.142–5.143
independence election 3.12, 5.142
performance 5.142–5.143
profitability 5.142–5.143
views 7.42–7.44
- Combinations of practices 2.265–2.273
CC, conclusions 2.269–2.273, 2.279
issues statement App 2.1
public interest 2.273, 2.279
views of
 BEW 2.268, 8.54
 ex-dedicated distributors 2.267, 7.25
 Mars 2.266, 6.30, 6.52–6.53, 6.56–6.59
- Competition
CC
conclusions 1.6–1.11, 2.37, 2.77–2.88, 2.120, 2.127–2.128, 2.131, 2.138, 2.148–2.154, 2.159, 2.168–2.208, 2.220–2.223, 2.228–2.229, 2.231–2.234, 2.250–2.251, 2.255–2.257, 2.275–2.278
findings 1.6–1.11, 2.224, 2.240
provisional findings 2.224, 2.240, App 2.1
recommendation 1.12–1.18, 2.281–2.356
distribution 1.3–1.4, 1.6, 1.11, 2.37, 2.77–2.88, 2.120, 2.128, 2.131, 2.138, 2.148–2.154, 2.190–2.194, 2.196, 2.220–2.223, 2.228–2.229, 2.231–2.234, 2.255–2.257, 2.275–2.278
- Competition—*contd*
EC conclusion 6.149
freezer exclusivity—*see* Freezer exclusivity
issues statement App 2.1
manufacturers 1.3–1.4, 1.6, 2.120, 2.148–2.154, 2.168–2.189, 2.221, 2.231–2.234, 2.250–2.251, 2.275–2.278
outlet exclusivity—*see* Outlet exclusivity
prices 2.42–2.43, 2.150, 2.154, 2.208, 2.234, 2.257, 2.258–2.264, 2.275–2.278, 7.13–7.15, 7.31, 7.100
views of
 Apollo 7.287
 BEW 5.134, 8.2–8.3, 8.6–8.7, 8.10, 8.12, 8.14–8.15, 8.19, 8.37–8.39, 8.42, 8.46, 8.50–8.53, 8.55, 8.72, 8.87
 ex-dedicated distributors 5.135–5.137, 7.3–7.4, 7.13–7.15, 7.17, 7.25, 7.30
 Harlech 7.73, 7.76
 individuals 7.389
 Mars 6.6–6.8, 6.11, 6.14, 6.20, 6.25, 6.34, 6.41, 6.43–6.47, 6.52, 6.54, 6.64–6.65, 6.93, 6.118, 6.127–6.128
 Nestlé 6.137–6.139, 6.145, 6.149–6.151, 6.155, 6.165–6.166, 6.176, 6.186, 6.187, 6.201
 NFRN 7.275–7.277
 TBA 7.120
 Treats 2.64, 2.157, 6.214–6.215, 6.218–6.220, 6.222–6.243
- Competition Act 1980 1.3, 3.8
- Competition Act 1998 1.1, 2.9, 2.142, 2.145, 2.200–2.201, 8.55–8.56
- Competition Commission (CC)
conclusions 1.1–1.18, 2.1–2.356
views of BEW 8.75
creation 1.1
findings 1.1–1.18, 2.56–2.58, 2.63, 2.224, 2.240, 4.27, App 2.1
views of BEW 8.7–8.56
implementation time-scale 1.14, 1.18, 2.356
views of Mars 6.112, 6.122–6.136
interim measures 1.18, 2.351
views of Mars 6.133–6.136
issues statement 2.21–2.31, 2.51–2.52, 2.140, 2.155, 2.196, 2.223–2.224, 2.240, 2.258, 2.265, 2.281, 7.91–7.93, 7.199, App 2.1
views of
 BEW 8.2–8.56
 Mars 6.31–6.63, 6.203
 Nestlé 6.153–6.171, 6.203
 Treats 6.225–6.233
previous reports—*see* Monopolies and Mergers Commission
provisional findings 2.224, 2.240, App 2.1
questionnaire 4.21, 4.65, 7.121–7.122, App 4.3
recommendations 1.12–1.18, 2.281–2.356, 5.116–5.117, App 2.1, App 2.4
implementation time-scale 1.14, 1.18, 2.356, 6.112, 6.122–6.136
legality, views of BEW 8.74
views of
 Alldays 7.285
 BEW 2.286–2.290, 2.306–2.307, 2.317, 2.325–2.330, 2.333, 2.339–2.340, 2.353, 5.116–5.117, 8.14, 8.24, 8.40, 8.44, 8.48, 8.52, 8.57–8.111
 Boots Frites 7.137
 Cornish Farmhouse 7.45–7.48

- Competition Commission (CC), recommendations, views of—*contd*
- Ebor 7.172–7.180
 - ex-dedicated distributors 2.285, 2.305, 2.323, 2.338, 7.37
 - Exel 7.103–7.107
 - Frederick's 7.187–7.191
 - Gocold 7.112–7.113
 - Harlech 7.75
 - Mars 2.285, 2.305, 2.334, 2.337, 6.61–6.136
 - Nestlé 2.285, 2.305, 2.337, 6.171–6.213, App 6.1
 - retailers 2.285, 2.305
 - TM Retail 7.343–7.344
 - Treats 2.285, 2.305, 2.337, 6.233–6.243
 - remedies 1.12–1.18, 2.129, 2.240, 2.281–2.356, 6.234, 7.45, 7.51, 7.172, 7.286, 8.1, 8.57, App 2.1, App 2.4
 - reports 1.2–1.4, 2.3–2.13, 3.1–3.16, 6.79, 6.86
 - Carbonated drinks* 6.79, 6.86
 - Statement of remedies 1.12–1.18, 2.129, 2.240, 2.281–2.356, 6.234, 7.45, 7.51, 7.172, 7.286, 8.1, 8.57, App 2.4
 - summary 1.1–1.18
 - terms of reference 1.1–1.4, 2.2–2.13, 2.20–2.31, 2.51, 2.137–2.139, 2.145, 2.197, 2.230, 2.255–2.256, 6.31–6.33, 6.154–6.155, 6.225, 7.200, 8.2–8.3, App 1.1
 - (*see also* Monopolies and Mergers Commission)
 - Complex monopolies 2.50–2.51
 - CC
 - conclusions 1.1, 2.129–2.136, 2.195–2.196, 2.228–2.229, 2.255–2.256, 2.262–2.264
 - findings 1.1, 2.224, 2.240
 - discrimination 2.132–2.136
 - distribution 2.129–2.136
 - freezer exclusivity 2.195–2.196
 - issues statement App 2.1
 - outlet exclusivity 2.224, 2.228–2.229
 - retrospective terms 2.251, 2.256–2.257
 - RRPs 2.262–2.264
 - terms to retailers 2.240, 2.255–2.256
 - unpublished incentives 2.252
 - views of
 - BEW 8.6
 - Mars 6.64, 6.88–6.89
 - Nestlé 6.153, 6.172, 6.189
 - Concessionaires 4.121
 - creation 2.37, 2.61, 3.7
 - definition 2.37
 - Confectionery market 2.175, 4.113, 4.115, 6.49, 6.59
 - Consumers
 - background 4.12, 4.15–4.19
 - choice 1.11, 2.40, 2.43, 2.149, 2.154, 2.171, 2.174–2.177, 2.208, 2.213, 2.234, 2.275–2.278, 4.7, 4.15, 4.114, 7.13–7.14, 7.32, 7.128, 7.186, 7.389, 8.106, App 4.1
 - consumer surveys 2.24, 2.36, 2.205, 4.7, 4.12, 4.15–4.19, 4.114, 8.5, 8.57, 8.69, 8.106–8.107, App 4.1
 - international comparisons 4.121, App 4.11
 - ORCI survey 4.7, 4.15, 4.114, App 4.1
 - views 7.1
 - views of
 - Ben & Jerry's 7.128
 - BEW 8.5, 8.10, 8.14, 8.57–8.60, 8.106–8.107
 - ex-dedicated distributors 7.13–7.14, 7.32
 - Consumers, views of—*contd*
 - Frederick's 7.186, 7.191
 - individuals 7.389
 - Mars 6.25, 6.79–6.83
 - Nestlé 6.143–6.151, 6.181
 - Treats 6.216–6.218, 6.222
 - Contractors to Wall's Direct
 - background 1.4, 2.16, 2.38, 5.90, 5.98–5.108, 7.5, 7.34
 - remuneration 2.96, 5.100, 5.110
 - views 7.103–7.120
 - views of
 - BEW 8.15, 8.105
 - G&G 7.196
 - Cornish Farmhouse Frozen Foods, views 7.45–7.48
 - Coronato Bros, views 7.158
 - Coronato's Ice Cream, views 7.159
 - Country Dairy Products, views 7.160
 - Coventry Ices Ltd, views 7.161
 - Cream O'Galloway Dairy Co Ltd, views 7.162
 - Cricketer Foods, views 7.163–7.164
 - Cross-docks
 - background 4.12, 5.97–5.98, 7.5–7.6
 - Gocold Limited 5.148
 - Cross-selling 6.49
 - Cross-subsidization 6.79
 - CRS Ltd, views 7.299
 - CTNs 2.18, 2.81, 2.169, 2.205, 4.35–4.37, 4.63–4.65, 4.109–4.119, 5.4–5.10
 - views 7.274–7.282
 - Current cost accounting (CCA) 5.28
 - CWS Retail, views 7.300
 - D Corbett, views 7.165
 - Dalby & Sons, views 7.166
 - Dale Farm Ice Cream Ltd
 - background 2.46, 4.101, 7.167
 - distribution 4.43, 7.167
 - share of supply 2.46, 4.25–4.26, 4.101
 - views 7.167–7.168
 - views of, BEW 8.108
 - (*see also* Northern Ireland)
 - De Roma Ice Cream Ltd, views 7.169
 - Debt, ex-dedicated distributors 5.141, 5.144–5.148, 7.62
 - Dedicated distributors
 - background 2.15, 2.37–2.38, 2.55–2.58, 3.7, 3.14, 5.66
 - BEW performance 5.34–5.38
 - CC, findings 1.3, 2.58, 2.94, 2.108
 - costs 2.116, 2.329, 5.91–5.92
 - definition 2.5
 - income 5.140, App 5.14
 - international comparisons 4.121, App 4.11
 - MMC, 1998 report 1.3–1.4, 2.5–2.13, 2.16, 2.118, 2.128, 3.8–3.17, 4.69, 5.108, 5.120–5.121
 - relativities 1.4
 - statistics 4.121, 5.3, 5.8, 5.34–5.38, 5.47, 5.116, 5.120–5.121, 5.140, App 4.11, App 5.14
 - terms 2.92, 5.116–5.117
 - undertakings 1.4, 2.12, 2.62–2.63, 3.13–3.17, 5.108, App 3.2
 - views of
 - BEW 2.11, 2.55, 2.72–2.76, 2.108, 5.36, 5.81–5.86, 5.95–5.96, 5.107–5.108, 5.115–5.116, 5.120–5.121, 5.130–5.131, 8.7, 8.9–8.10, 8.15, 8.64, 8.68
 - ex-dedicated distributors 5.120, 7.4

- Dedicated distributors, views of—*contd*
 Nestlé 6.139
 Derbyshire County Council, views 7.301
 Devonshire Farmhouse Ice Cream Co., views 7.170
 DGFT—*see* Director General of Fair Trading
 Direct accounts 2.66, 2.104, 2.122–2.127, 5.3, 5.8, 5.124–5.139, 5.173–5.174, 5.184, 5.202, 5.220
 background 2.15, 4.69, 4.73
 BEW performance 5.34–5.38
 BEW proposals 8.102
 CC, conclusions 2.126–2.127
 definition 2.11, 2.93, 2.122–2.123, 4.69, 5.34, 5.124
 MMC, 1998 report 2.11–2.12, 3.8–3.12
 views of
 BEW 2.123–2.124, 2.327, 5.122, 5.124, 8.9, 8.15, 8.21, 8.25, 8.28–8.29, 8.94, 8.97, 8.102
 Coldstream 7.44
 ex-dedicated distributors 5.124, 7.17–7.18, 7.21–7.24, 7.34–7.37
 Harlech 7.62, 7.72–7.74
 Mars 6.34, 6.38, 6.40, 6.133
 Nestlé 6.161, 6.172, 6.187, 6.191, 6.196, 6.210–6.213
 Tolsurge 7.94
 Direct Line 6.189
 Director General of Fair Trading (DGFT) 2.314, 2.348
 CC, recommendations 2.345, 2.352, 2.356
 definition amendment 2.30–2.31
 ICW 2.125, 7.8
 MMC
 1979 report App 3.1
 1998 report 1.3, 2.8–2.13, 3.15–3.17, App 3.2
 press release 2.13, 3.17
 referrals 1.1–1.4, 2.2–2.13, 3.15–3.17, App 1.1
 views of
 BEW 8.9, 8.22–8.26
 Mars 6.130–6.136
 Discounts 2.123–2.127, 2.235–2.257, 7.373, 7.386, App 4.2, App 4.6
 background 2.235–2.247, 4.53–4.55, 4.70, 4.74–4.82, 5.5, 5.56–5.59
 CC
 conclusions 1.9, 1.11, 2.89, 2.126, 2.133–2.136, 2.235–2.257
 findings 1.9, 1.11
 recommendations 1.15, 2.316–2.320, 2.322, 2.356, App 2.4
 complaints 1.5, 3.8
 methods 4.71
 MMC, 1998 report 1.3–1.4, 2.5–2.13, 3.8–3.16
 negotiation 4.70–4.71, 4.74, 4.77–4.80
 public interest 1.11, 2.257, 2.278
 statement of remedies App 2.4
 statistics 2.134, 2.217, 2.237–2.238, 2.247, 4.70, 4.74–4.82, 5.5, 5.45, 5.56–5.59, 5.196, App 4.2
 undertakings 2.12, 2.62–2.63, 3.13–3.17, App 3.2
 views of
 BEW 8.19, 8.27–8.29, 8.42–8.45, 8.71, 8.85, 8.102
 Ebor 7.176–7.177
 ex-dedicated distributors 7.7, 7.10–7.11, 7.17, 7.24, 7.35, 7.37
 Exel 7.104
 Frederick's Dairies Ltd 7.189, 7.191
 Gocold 7.113
 Harlech 7.63, 7.72–7.76
 Ice Patrol 7.207
- Discounts, views of—*contd*
 Mars 6.8, 6.40, 6.50–6.51, 6.53, 6.85–6.98, 6.104, 6.113, 6.127–6.128, 6.133, 6.135
 Nestlé 6.140, 6.153, 6.158–6.159, 6.161, 6.164, 6.171, 6.184–6.186, 6.190, 6.193, 6.198, 6.202, 6.208–6.209, 6.211
 Tolsurge 7.99, 7.102
 Treats 6.223, 6.228, 6.237–6.238
 (*see also* Terms...)
 Discrimination
 CC
 conclusions 2.132–2.136, 2.139
 recommendations 2.322, 2.332, 2.345, 2.356
 complex monopolies 2.132–2.136
 undertakings 1.4–1.5, 2.10–2.13, 2.62–2.63, 3.13–3.17, App 3.2
 views of
 BEW 8.24
 ex-dedicated distributors 7.35
 Mars 6.34, 6.85, 6.90, 6.97, 6.110, 6.116, 6.125, 6.128, 6.135
 Nestlé 6.186, 6.190, 6.195, 6.197
 Treats 6.240
 (*see also* Refusal to supply)
 Distribution 1.6, 1.11, 2.37, 2.52–2.154, 2.265–2.273, App 4.2
 background 2.15–2.19, 2.52, 4.10–4.12, 4.31–4.32
 BEW proposals 8.102–8.103
 CC
 conclusions 1.6, 1.11, 1.16, 2.37, 2.46–2.47, 2.77–2.88, 2.90, 2.102, 2.120, 2.128, 2.129–2.136, 2.138–2.139, 2.148–2.154, 2.190–2.194, 2.196, 2.220–2.223, 2.228–2.229, 2.231–2.234, 2.255–2.257, 2.275, 2.321–2.349
 findings 1.3, 1.6, 1.11, 2.56
 recommendations 1.16, 2.321–2.356, 2.356, App 2.4
 competition 1.3–1.4, 1.6, 1.11, 2.37, 2.77–2.88, 2.120, 2.128, 2.131, 2.138, 2.148–2.154, 2.190–2.194, 2.196, 2.220–2.223, 2.228–2.229, 2.231–2.234, 2.255–2.257, 2.275–2.278
 complaints 1.5, 3.8
 complex monopolies 2.129–2.136
 costs 1.3–1.4, 1.11, 2.44, 2.54, 2.78–2.79, 2.116–2.117, 2.329–2.330, 2.333, 2.351, 4.69, 4.72–4.73, 5.39–5.41, 5.90–5.117, 5.171, 5.176, 5.194–5.196, 6.42, 7.5–7.6
 definitions 2.19, 4.12
 economic issues 1.3–1.4, 2.44, 2.54, 2.78–2.79, 2.115, 4.10–4.11
 exclusivity—*see* Exclusivity
 freezer exclusivity, effect on distributors 2.190–2.194, 2.196, 5.133
 international comparisons 4.121, App 4.11
 issues statement App 2.1
 MMC, 1998 report 1.3–1.4, 2.5–2.13, 2.80–2.81, 2.118, 2.128, 2.326, 2.330, 3.8–3.16, 5.73–5.77, 5.120–5.121
 monopoly situations—*see* Monopoly situations
 public interest 1.11, 2.140–2.154, 2.275
 questionnaire 4.21, 4.65, 7.121–7.122, App 4.3
 retailers 2.80, 4.12, 4.83–4.84
 share of supply—*see* Share of supply
 statement of remedies App 2.4
 statistics 2.15, 2.78, 2.90, 2.351, 4.31–4.33, 4.38–4.44, 5.39–5.41, 5.47, 5.90–5.117, 5.152, 5.159, 5.171, 5.194–5.196, 5.220, App 4.2, App 4.11
 vertical integration—*see* Vertical integration

Distribution—*contd*

- views of
 - BEW 2.325–2.333, 8.4, 8.7–8.30, 8.17, 8.20, 8.62, 8.89, 8.102–8.103, 8.108
 - Exel 7.103–7.107
 - Gocold 7.113
 - Mars 2.334, 6.6–6.7, 6.34–6.43, 6.56–6.59, 6.99–6.111, 6.113, 6.125–6.129, 6.133
 - Nestlé 6.138–6.139, 6.153, 6.156, 6.162, 6.171–6.172, 6.181, 6.187–6.196, 6.198, 6.202–6.203, 6.210–6.213
 - Treats 6.215–6.216, 6.219, 6.221–6.222, 6.226, 6.238–6.241
 - VdBF-I 5.152
- (*see also* Exclusivity in distribution; Sales/delivery restrictions; Wall's Direct; Wholesalers)
- Distribution channels
 - BEW 5.34–5.38, 5.131, App 5.2, App 5.3
 - maps 5.2–5.10
 - Mars 5.202
 - Nestlé 5.170–5.175
 - views of, Mars 6.129
- Double A Foods, views 7.49–7.51
- Doveurope 5.190–5.214, App 5.20
- Drop size, economic issues 4.10–4.11
- Drusilla's Zoo Park, views 7.302
- Ebor Ice Cream Co Ltd
 - background 7.171
 - views 7.171–7.180
- EC—*see* European Community
- Economies 1.3–1.4, 2.44, 2.54, 2.78–2.79, 2.115, 4.10–4.11, 5.135
 - sunk costs 4.87–4.97, 7.20
 - views of
 - Mars 6.10, 6.42
 - Nestlé 6.141, 6.180–6.181
- Eden Farm Ltd, views 7.52
- Employment matters
 - BEW 5.60–5.67, 5.134, 8.105
 - CC
 - conclusions 2.153
 - recommendations 2.353–2.354
 - Mars 5.211–5.212
 - Nestlé 5.185–5.187
 - Treats 5.223
 - views of, BEW 8.105
 - (*see also* Personnel)
- ESA Market Research Limited 4.12
- Esso 4.66
- EC
 - communications 2.85
 - EC Treaty article 81 6.87, 8.56
 - EC Treaty article 82 2.143–2.147, 6.60, 6.87, 6.170, 8.56
 - Irish cases 2.200, 8.55, 8.70, App 2.3
 - Master Foods v H B Ice Cream* 2.200, 8.55, 8.70, App 2.3
 - Oscar Bronner v Mediaprint, Case C-7/97 [1999]* 4 CMLR 112 2.70, 2.84–2.85, 2.140–2.147, 2.167, 2.182, 2.198, 2.287, 2.298, 2.326, App 2.2
 - views of
 - BEW 8.8, 8.40, 8.56, 8.70, 8.79, 8.92
 - Mars 6.60
 - Nestlé 6.169–6.170
 - price comparisons 2.43
 - public interest issues 2.140–2.147, 2.198–2.201

EC—*contd*

- vertical restraints 2.85
- Ex-dedicated distributors 1.6, 2.16, 2.59, 2.86–2.88, App 5.12
 - BEW estimates 5.129–5.131, 5.138, App 5.12
 - BEW letters 5.136, 5.141, 7.62
 - CC, conclusions 1.6, 2.81, 2.87, 2.102–2.103, 2.106, 2.112–2.113, 2.120, 2.125–2.127, 2.329–2.330
 - costs 2.116–2.117, 2.329–2.330, 2.351, 5.114, 5.132, 5.135, 7.5–7.6
 - credit 5.141, 5.144–5.148, 7.62
 - debt 5.141, 5.144–5.148, 7.62
 - decline 1.6, 2.81, 2.97, 2.100, 2.112, 2.120, 2.354, 5.114, 5.117, 5.118–5.148, 8.64–8.66
 - freezer exclusivity—*see* Freezer exclusivity
 - income 5.122–5.148, App 5.12, App 5.13
 - industry freezers 4.120, App 4.10
 - liquidations 1.6, 5.144–5.148, 8.64–8.66
 - sample performance results 5.126–5.127, 5.138–5.140, App 5.13
 - views 2.64–2.65, 2.82, 2.97, 2.121, 2.161–2.162, 2.213, 2.245, 2.259, 2.267, 2.285, 2.305, 2.338, 5.120, 5.124, 5.135–5.139, 5.144–5.147, 7.1–7.102
 - views of
 - BEW 1.6, 2.73–2.76, 2.98–2.101, 2.104–2.105, 2.112–2.113, 2.123, 2.125, 2.330, 5.81–5.86, 5.96, 5.105, 5.113–5.115, 5.119–5.137, 5.145–5.149, 8.10, 8.12, 8.15–8.19, 8.25, 8.29–8.31, 8.60–8.68, App 5.12
 - Mars 6.6–6.8, 6.36–6.39, 6.41, 6.99–6.111, 6.127, 6.130–6.131
 - Nestlé 2.106, 6.157–6.159
 - Treats 6.222
 - Wall's Direct effects 5.105, 5.113–5.115, 5.117–5.148, App 5.12
 - (*see also* Independent wholesalers; individual parties)
- Exclusivity App 4.2
 - distributor requirements 4.67
 - manufacturer requirements 4.45–4.67
 - views of
 - ex-dedicated distributors 7.35–7.37
 - Mars 6.10, 6.66
 - (*see also* Freezer...; Outlet...)
- Exclusivity in distribution 1.6, 1.11, 2.52–2.88, 2.77–2.88, 2.90, 2.102, 2.265–2.273, 4.46–4.50, App 4.2
 - barriers to entry 4.98–4.99
 - CC
 - conclusions 1.6, 1.11, 1.16, 2.77–2.88, 2.90, 2.102, 2.128, 2.129–2.131, 2.138, 2.154, 2.275, 2.321–2.349
 - findings 1.6, 1.11, 2.56
 - recommendations 1.16, 2.321–2.349, 2.356
 - complex monopolies 2.129–2.131
 - views of
 - BEW 8.4, 8.13–8.30, 8.89
 - Dale Farm 7.168
 - Eden Farm 7.52
 - ex-dedicated distributors 7.20–7.25, 7.35–7.37
 - Frederick's 7.190–7.191
 - Harlech 7.76
 - Mars 6.10, 6.34–6.43, 6.56–6.59, 6.62–6.63, 6.99–6.111, 6.113, 6.125–6.127, 6.133
 - Nestlé 6.138–6.139, 6.153, 6.156, 6.162, 6.171–6.172, 6.187–6.196, 6.198, 6.202–6.203, 6.210–6.213
 - Tolsurge 7.102

- Exclusivity in distribution, views of—*contd*
 Treats 6.215–6.216, 6.221–6.222, 6.226,
 6.238–6.241
 (*see also* Wall's Direct)
- Exel Logistics, views 7.103–7.107
- Express Dairies plc 2.46
- Fair Trading Act 1973 2.2, 2.48, 2.50, 2.143–2.145,
 2.229, 2.339, 3.17, 6.60, 6.170, 8.74, 8.94, App 1.1
- Fast-food outlets 2.26, 4.30
- Federation of Wholesale Distributors, views 7.123
- First Direct bank 6.189
- FMCG Ltd
 background 5.61, 5.67, App 5.5
 statistics 5.61, 5.110, 5.113
 views 7.108
- Food Safety Act 8.110
- Franchising
 BEW 4.49
 mobilers 4.49–4.50, 7.381–7.382
 Nestlé 4.50
 VdBF-I 4.49
 views of
 BEW 8.27, 8.47, 8.108
 Häagen-Dazs 7.203
 Mars 6.71, 6.79, 6.116
 mobilers 7.381–7.382
- Frank's Ice Cream Ltd, views 7.181–7.184
- Frederick's Dairies Ltd
 background 2.44, 4.104, 7.185
 history 2.44, 4.104
 market entry 2.44, 4.104
 views 2.163, 4.104, 7.185–7.191
- Free-on-loan arrangements, freezers 4.65, 5.49
- Freezer exclusivity 2.108, 2.155–2.208, 2.265–2.273,
 7.1, 7.363–7.364, 7.371, 7.378–7.380, 7.384, App
 4.7
 background 2.39, 2.155–2.156, 4.56–4.67, 4.80–
 4.82
 barriers to entry 4.98–4.99, 4.117–4.119
 BEW proposals 8.99–8.101
 CC
 conclusions 1.1, 1.7, 1.11, 2.168–2.208, 2.270–
 2.273, 2.276
 findings 1.1, 1.2–1.3, 1.7, 1.11, 2.56
 recommendations 1.13, 2.284–2.303, 2.314,
 2.350, 2.352, 2.356, App 2.4
 competition 1.7, 1.11, 2.168–2.194, 5.133
 complaints 1.5
 complex monopolies 2.195–2.196
 costs 4.61, 4.98, 5.49–5.50, 5.55, 5.58, 5.204–
 5.205, App 4.8
 distribution 5.133
 distributor competition 2.190–2.194, 2.196, 5.133
 duration 2.231, 2.301–2.303, 2.356, 4.57, 5.135–
 5.136, 7.25, 7.201, 8.31
 EC competition law 2.200, 8.55, 8.70
 ex-dedicated distributors 2.161–2.162, 2.285,
 5.133–5.136
 exemptions proposed by Nestlé 6.213, App 6.1
 free-on-loan arrangements 4.65, 5.49
 health and safety issues 2.207
 independent wholesalers 2.190–2.196
 industry freezer replacement effects 4.117–4.120,
 App 4.9, App 4.10
 international comparisons 4.121, 6.148, App 4.11
 Ireland 2.200, 8.55, 8.70, App 2.3
 issues statement App 2.1
 larger retailers 4.65
 letters to ex-dedicated distributors 5.136
- Freezer exclusivity—*contd*
 manufacturer competition 2.168–2.189
 Mars 1.7, 1.11, 2.202, 2.352, 4.117–4.118, 5.204–
 5.205, 5.208–5.210
 MMC
 1979 report 1.2, 2.3, 3.5
 1994 report 1.2, 2.4, 2.156, 2.159–2.160,
 2.166, 2.168–2.170, 2.180, 2.184, 3.6–3.7,
 4.63, 4.119, 8.33–8.34
 Nestlé 1.7, 1.11, 2.203, 2.352, 4.117, 5.177–
 5.181, 5.183–5.184
 profitability 5.52–5.55, 5.184
 public interest 1.2, 1.11, 2.198–2.208, 2.276
 questionnaire 7.121–7.122
 regulations 2.284, 2.303
 retailer profile 5.47–5.59
 sales value 5.52–5.59
 scoop ice cream 2.186, 2.194, 5.51
 siting issues 2.188
 statement of remedies App 2.4
 statistics 2.39, 2.202–2.203, 4.56–4.67, 4.80–4.82,
 5.47–5.59, 5.154, 5.178–5.181, 5.183–5.184,
 5.204–5.205, 5.208–5.210, 5.222, App 4.2, App
 4.7, App 4.8, App 4.9, App 4.10, App 4.11
 surveys 4.63, App 4.2
 views of
 Anglia 7.40–7.41
 Apollo 7.287
 B Sidoli & Sons Ltd 7.131
 Ben & Jerry's 7.127–7.128
 BEW 2.165–2.167, 2.182, 2.189, 2.190, 2.198–
 2.200, 2.205–2.206, 2.286–2.290, 5.47, 5.52,
 5.54, 5.133–5.134, 5.136, 8.6, 8.9, 8.13, 8.31–
 8.40, 8.51, 8.55, 8.69–8.70, 8.74, 8.77–8.81,
 8.99–8.101, 8.110–8.111
 Boots Frites Ltd 7.136–7.137
 Brakes 7.139, 7.142
 Coldstream 7.43
 Cornish Farmhouse 7.45
 Dale Farm 7.168
 Ebor 7.171–7.174
 Eden Farm 7.52
 ex-dedicated distributors 2.161–2.162, 2.285,
 7.1, 7.4, 7.12–7.13, 7.15, 7.17, 7.19, 7.25–
 7.26, 7.32, 7.35–7.37
 Frederick's Dairies Ltd 2.163, 4.104, 7.185–
 7.187, 7.191
 Frutina Ltd 7.192
 G&G 7.195
 Gocold 7.113
 Häagen-Dazs 2.163, 7.197–7.203
 Harlech 7.68–7.71, 7.75
 Ice Patrol 7.207
 Icetag 7.80
 King Bros 7.81
 Loseley 7.215
 Mars 2.158–2.159, 2.185, 2.189, 2.202, 2.266,
 2.285, 6.7, 6.9, 6.12–6.25, 6.30, 6.34, 6.42,
 6.44–6.47, 6.56–6.59, 6.63, 6.66–6.75, 6.78,
 6.105, 6.113, 6.123–6.124, 6.133
 Midlands 7.84
 N W Levers 7.87
 Nestlé 2.160, 2.185, 2.203, 2.285, 5.177–5.181,
 5.184, 6.142–6.151, 6.163, 6.172, 6.177–
 6.183, 6.202, 6.204–6.205, 6.210–6.213, App
 6.1
 NFRN 7.277–7.280
 retailers 2.285
 Snowking 7.232
 Tate Gallery Restaurant Ltd 7.333

- Freezer exclusivity, views of—*contd*
 TM Retail 7.342–7.344
 Tolsurge 7.91, 7.96–7.102
 Treats 2.157, 2.259, 2.285, 6.215–6.216, 6.222,
 6.227, 6.230–6.233, 6.235, 6.243
 VdBF-I 5.154
- Frutina Ltd, views 7.192
- F T & R Wilkinson, views 7.352
- G&G—*see* Grant & Goose
- G Portelli, views 7.193
- G T News Ltd, views 7.307
- Gardner Merchant Leisure, views 7.304
- Glacier Foods Ltd 2.3, 2.37, 3.4, 4.100
- Glasay International plc, views 7.194
- Gocold Limited
 cross-docks 5.148
 views 7.109–7.113
- Gordons (Stroud) Ltd, views 7.306
- Grant & Goose (G&G)
 background 7.195
 views 7.195–7.196
- Gross sales value (GSV) 1.18, 5.10, 5.29–5.37, 7.7
 advertising percentage 5.70, 5.176, 5.194–5.196
 cost percentage 5.39–5.41, 5.176, 5.194–5.196
 profit percentage 5.39–5.41, 5.176, 5.194–5.196
- Häagen-Dazs
 background 4.104, 7.197
 history 4.104
 share of supply 4.25, 4.104, 4.112
 views 2.163, 7.197–7.203
 views of, Mars 6.15, 6.71
- Hampshire Ice Cream Co Ltd, views 7.53–7.57
- Harlech Frozen Foods Ltd, views 7.58–7.76
- HCA—*see* Historical cost accounting
- Health and safety issues, freezer exclusivity 2.207,
 8.110
- Helsett Farm Cornish Ice Cream, views 7.204
- Henrik Ohlsen 4.93
- Hever Castle, views 7.308
- Hill Station Ltd, views 7.205
- Hippo Campo Ltd, views 7.206
- Historical cost accounting (HCA) 5.28
- Home Entertainment Corporation plc, views 7.309
- Hoyle, Lindsay, MP, views 7.355
- Ice cream
 background 4.100–4.104, 5.1–5.10
 brands—*see* Brands
 choice 1.11, 2.40, 2.43, 2.149, 2.154, 2.171,
 2.174–2.177, 2.208, 2.213, 2.234, 2.275–2.278,
 4.7, 4.15, 4.114, 7.13–7.14, 7.32, 7.128, 7.186,
 7.389, 8.106, App 4.1
 consumer survey 2.24, 2.36, 2.205, 4.7, 4.12,
 4.15–4.19, 4.114, 8.5, 8.57, 8.69, 8.106–8.107,
 App 4.1
 definition 2.20, App 1.1, App 2.1
 history 4.100–4.104
 industry background 5.2–5.10
 international comparisons 4.121–4.126, App 4.11
 issues statement App 2.1
 types 4.2–4.7
 (*see also* Impulse...)
- Ice Cream and Frozen Food Europe Board (ICFE)
 5.16, 5.77–5.108, 8.60, App 5.6, App 5.7, App 5.8,
 App 5.9, App 5.11
- Ice Cream World
 CC, conclusions 2.125
 recognition 2.121–2.125, 7.8
- Ice Cream World—*contd*
 views of
 BEW 2.123, 2.125, 7.8, 8.26
 Ex-dedicated distributors 2.121, 7.8
 Mars 2.121, 6.39
 Nestlé 6.161
- Ice Patrol, views 7.207
- Icefresh Foods Ltd, views 7.208
- Icetag Ltd
 liquidation 5.148, 7.76, 7.80, 8.66
 views 7.77–7.80
 views of, BEW 8.66
- ICFE—*see* Ice Cream and Frozen Food Europe
 Board
- Implementation time-scale
 CC recommendations 1.14, 1.18, 2.356
 views of Mars 6.112, 6.122–6.136
- Imports 2.14, 2.19, 4.12, 4.93, 4.125, 5.17, 5.165–
 5.166, 5.191, 5.216
- Impulse ice cream
 activities involved 4.12–4.14
 background 4.3–4.14, 4.100–4.104, 5.1–5.10
 brands—*see* Brands
 CC
 conclusions 1.1, 1.10–1.18
 findings 1.1, 1.10–1.18
 recommendations 1.13–1.14, 2.283–2.356
 characteristics 4.8–4.11
 choice 1.11, 2.40, 2.43, 2.149, 2.154, 2.171,
 2.174–2.177, 2.208, 2.213, 2.234, 2.275–2.278,
 4.7, 4.15, 4.114, 7.13–7.14, 7.32, 7.128, 7.186,
 7.389, 8.106, App 4.1
 consumer survey 2.24, 2.36, 2.205, 4.7, 4.12,
 4.15–4.19, 4.114, 8.5, 8.57, 8.69, 8.106–8.107,
 App 4.1
 definition 2.20–2.31, 4.3–4.7, 7.91–7.93, 7.200,
 App 1.1, App 2.1
 demand pattern 2.23, 4.8–4.11
 history 4.100–4.104
 industry background 5.2–5.10
 innovation 1.11, 2.151, 2.154, 2.177, 2.208,
 2.234, 2.257, 2.275–2.278, 7.15, 7.107
 international comparisons 4.121–4.126, 6.148,
 8.53, App 4.11
 issues statement App 2.1
 market—*see* Market
 quality—*see* Quality...
 sales—*see* Sales...
 share of supply—*see* Share of supply
 statistics 1.1, 2.14–2.15, 2.18, 2.24, 2.27, 2.32–
 2.49, 2.90, 4.8–4.12, 4.15–4.37, 4.69–4.73,
 4.105–4.120, 5.2–5.10, 5.17–5.59, 5.109–5.117,
 5.150, 5.168–5.169, 5.192–5.196, 5.202–5.207,
 5.217–5.221, App 4.1, App 4.11
 storage—*see* Storage...
 substitutability 4.24, 8.2–8.3
 types 4.3–4.7
 views of
 Häagen-Dazs 7.200
 Tolsurge 7.91–7.93
 (*see also* Ice cream; Market; Wrapped...)
- Incentives 2.92–2.94, 2.103–2.106, 5.123, 5.140,
 5.148, 7.11, 7.17
- CC
 findings 1.9, 1.11
 recommendations 1.15, 2.316–2.320, 2.346,
 2.356
 views of
 B Sidoli & Sons Ltd 7.131
 BEW 8.15–8.16, 8.42, 8.71–8.72, 8.88

- Incentives, views of—*contd*
 Mars 6.7, 6.21, 6.35, 6.50–6.53, 6.93–6.98,
 6.128, 6.133, 6.135
 Nestlé 6.138–6.141, 6.164
 NFRN 7.275
 Treats 6.228, 6.237
 (*see also* Terms...; Unpublished...)
- Independent wholesalers 1.6, 2.79, 2.87, 2.89–2.128,
 4.67–4.76
 CC
 conclusions 1.6, 2.79, 2.87, 2.89–2.128, 2.132–
 2.136, 2.138–2.139, 2.154
 findings 1.3, 1.6
 recommendations 1.16–1.18, 2.321–2.356
 decline 1.6, 1.18, 2.81, 2.97, 2.100, 2.112, 2.120,
 2.350, 2.354, 5.114, 5.117, 5.118–5.148, 6.130,
 7.365, 8.12, 8.64–8.66
 definition 2.19
 liquidations 1.6, 5.144–5.148, 8.64–8.66
 MMC, 1998 report 1.3–1.4, 2.5–2.13, 2.16, 2.118,
 2.128, 3.8–3.16
 profitability 2.95, 2.321–2.349
 relativities 1.4
 statistics 2.90, 2.93–2.97, 2.100, 2.112, 2.116–
 2.117, 4.68–4.76, 5.3, 5.8
 terms—*see* Terms to wholesalers
 views of
 BEW 1.6, 2.98–2.102, 2.112–2.114, 5.115,
 8.10, 8.12, 8.61–8.66
 Mars 6.18, 6.36–6.37, 6.41, 6.99–6.111, 6.125–
 6.127, 6.130–6.131
 Nestlé 2.106, 6.157–6.159
 Treats 6.222, 6.226
 (*see also* Ex-dedicated distributors; *individual*
parties)
- Indirect accounts 2.15, 2.75, 2.86, 2.97, 2.103–2.105,
 2.123, 2.327, 4.69–4.73, 5.124–5.139, 5.173–
 5.174, 5.184
 BEW estimates 5.129–5.131, 5.138, App 5.12
 BEW performance 5.34–5.38
 BEW proposals 8.102–8.103
 CC, conclusions 2.126–2.127
 definition 2.93, 4.69, 5.34, 5.124
 views of
 BEW 5.122, 5.124, 8.15, 8.21, 8.25, 8.102–
 8.103
 ex-dedicated distributors 5.124, 7.17–7.18,
 7.21–7.24, 7.34–7.37
 Harlech 7.72–7.74
- Individuals, views 7.389
- Industry background
 Impulse ice cream 5.2–5.10
 maps 5.2–5.10
 (*see also* Market)
- Industry freezers
 ex-dedicated distributors 4.120, App 4.10
 exclusive freezer replacement effects 4.117–
 4.119, App 4.9, App 4.10
 views of
 Ben & Jerry's 7.127–7.128
 BEW 8.33, 8.36, 8.38, 8.51
 Brakes 7.142
 Coldstream 7.43
 ex-dedicated distributors 7.12–7.13, 7.15, 7.19,
 7.25–7.26
 Harlech 7.68–7.71
 King Bros 7.81
 Mars 6.9, 6.14–6.25, 6.44, 6.47
- Industry freezers, views of—*contd*
 Nestlé 6.163, 6.177–6.183, 6.205
 NFRN 7.277–7.280
 Treats 6.230
 (*see also* Freezer exclusivity)
- Information usage 7.367
 CC, recommendations 2.349
 views of
 BEW 8.15, 8.95
 ex-dedicated distributors 7.35
 Harlech 7.59
 Mars 6.41, 6.111
 Nestlé 6.199
 Tolsurge 7.96
 Treats 6.241
- Innovation level 1.11, 2.151, 2.154, 2.177, 2.208,
 2.234, 2.257, 2.275–2.278
 views of
 BEW 8.5, 8.11
 ex-dedicated distributors 7.15, 7.32
 Exel 7.107
 Mars 6.41, 6.43
 Nestlé 6.143–6.145, 6.148
 Treats 6.222
- Intellectual property rights 4.87, 4.91
- Interim measures 1.18, 2.351
 views of, Mars 6.133–6.136
- International comparisons 2.43, 4.121–4.126, 6.148,
 8.53, App 4.11
- Ireland
 EC competition law 2.200, 8.55, 8.70, App 2.3
 freezer exclusivity 2.200, 8.55, 8.70, App 2.3
 (*see also* Van den Bergh Foods—Ireland)
- The J Golding Group of Companies, views 7.305
- J Sainsbury plc, views 7.326–7.327
- J W Filshill Ltd, views 7.209
- Jaconelli (Scarborough) Ltd, views 7.210
- Just Rachel Quality Desserts, views 7.211
- Kenneth Balfour Ltd, views 7.310
- King Bros (Lady Lodge) Ltd
 independence election 3.12, 7.81
 views 7.81
- Kingstonian Ice Cream Company, views 7.212
- Kiosks 1.14, 2.18, 4.35–4.37, 5.221
 background 2.224
 CC
 conclusions 2.224–2.234
 recommendations 1.14, 2.312–2.315, 2.356
 outlet exclusivity 2.224–2.234
 views of
 Mars 6.71, 6.79, 6.83, 6.124
 Nestlé 2.225–2.226
 (*see also* Mobilers)
- KPMG 2.329, 4.115, 5.29, 5.110
- Kuwait Petroleum (GB) Limited, views 7.311
- L Lewis, views 7.82–7.83
- Landmark, views 7.213
- Learning curves 5.93
- Leechmere Ices, views 7.214
- Leeds Castle Enterprises Ltd, views 7.312
- Legal issues
 CC remedies 8.74
 (*see also* European Community)
- Leisure Parcs Limited, views 7.313
- Letters, ex-dedicated distributors 5.136, 5.141, 7.62

- Levers—*see* N W Levers Ltd
- List price 1.18, 5.10, 5.29–5.37
background 4.68–4.84
statistics 4.68–4.80
(*see also* Gross sales value; Prices)
- Liton 5.31–5.32
- The Living Landscape Trust, views 7.341
- Londis Holdings Ltd, views 7.314
- London Zoo, views 7.315
- Longleat Enterprises Limited, views 7.316
- Loseley (Manufacturing) Limited (Loseley)
background 7.215
views 7.215–7.217
- Lyons Maid Ltd 2.3, 2.33, 2.170, 3.3–3.4, 3.7,
4.100–4.103, 5.166, 6.204, 8.37
(*see also* Nestlé)
- McDonald's 4.24, 4.95, 4.104, 8.2
- Mackie's Ltd 7.199
- McVitie Prepared Foods, views 7.219
- Mallinsons Newsagents, views 7.317
- Manufacturers
background 2.14–2.19, 4.12, 4.25–4.30, 4.36–
4.37, 4.67–4.76, 4.100–4.104, App 4.2
barriers to entry—*see* Barriers to entry
CC, recommendations 1.12–1.18, 2.281–2.356
competition 1.3–1.4, 1.6, 2.120, 2.148–2.154,
2.168–2.189, 2.221, 2.231–2.234, 2.250–2.251,
2.275–2.278
complaints 1.5
exclusivity—*see* Exclusivity
history 4.100–4.104
industry maps 5.2–5.10
monopoly situations—*see* Monopoly situations
questionnaire 4.21, 4.65, 7.121–7.122, App 4.3
retailers 4.44, 4.77–4.82
share of supply—*see* Share of supply
sunk costs 4.87–4.97
terms—*see* Terms...
vertical integration—*see* Vertical integration
views 6.1–6.243, 7.1, 7.121–7.265, 7.362–7.388
(*see also* individual parties)
- Manufacturers' selling prices (MSP) 2.14, 2.27, 2.32,
4.20–4.24, 4.26–4.27
- Maps, industry 5.2–5.10
- Margins
views of
BEW 8.21
Mars 6.93–6.95, 6.127
Nestlé 6.208–6.209
Treats 6.232
- Market 2.20–2.47, 4.1–4.126, 5.1–5.10
activities involved 4.12–4.14
barriers—*see* Barriers...
definition 2.20–2.31, 4.20–4.24, 7.91–7.93, 7.200
entry history 4.100–4.104
exclusivity—*see* Exclusivity
history 4.100–4.104
industry maps 5.2–5.10
international comparisons 4.121–4.126, App 4.11
Northern Ireland 1.1, 2.14, 2.46, 4.25–4.26, 4.32,
5.11, 5.149–5.154
penetration 2.173–2.175, 4.105–4.120
products 4.3–4.14
rate of sale 4.114–4.116
retail prices 2.258–2.273, 4.85–4.86
share of supply—*see* Share of supply
- Market—*contd*
size 4.20–4.24
sunk costs—*see* Sunk costs
terms—*see* Terms...
vertical integration—*see* Vertical integration
views of
BEW 2.22, 8.2–8.3
Häagen-Dazs 7.200
Mars 2.26, 6.2–6.5, 6.10, 6.31–6.33, 6.115
Nestlé 6.138–6.139, 6.154–6.155, 6.175
Tolsurge 7.91–7.93
Treats 6.215, 6.217, 6.225
(*see also* Impulse ice cream)
- Market power 2.240, 2.247, 7.375–7.377
- CC, conclusions 2.47, 2.85, 2.139, 2.182, 2.186
issues statement App 2.1
MMC, 1998 report 2.8, 3.8–3.16
views of
BEW 8.3–8.4
Mars 6.2, 6.8, 6.17, 6.30, 6.41, 6.54, 6.64,
6.93–6.94, 6.129
Nestlé 2.67, 6.137, 6.162, 6.172, 6.176, 6.184,
6.201–6.202, 6.203
Treats 6.214–6.215, 6.220
- Mars UK Limited 5.189–5.214
Account Marketing Investment bonuses 4.82
advertising 2.36, 4.96–4.97, 5.213
background 2.14, 2.151, 2.170, 4.25, 4.103,
5.189–5.214, 6.3
brand strength 2.36, 4.106–4.119
cashbacks 2.236, 4.82
CC
conclusions 2.177, 2.185, 2.193–2.195, 2.221,
2.228–2.229, 2.251, 2.277
findings 1.1–1.14, 2.240, App 2.1
recommendations 1.14, 2.284–2.285, 2.304,
2.309, 2.314, 2.315–2.316, 2.322, 2.352,
2.356
complex monopolies—*see* Complex monopolies
distribution channels 5.202
Doveurope 5.190–5.214, App 5.20
exclusive freezer replacement tests 4.117–4.118,
App 4.9
finance 5.192, 5.200
first submission 6.2–6.30
forecast to 2002 5.214, App 5.21
freezer exclusivity—*see* Freezer exclusivity
history 4.103
industry maps 5.2–5.10
Nestlé 2.170, 6.204
outlet exclusivity—*see* Outlet exclusivity
performance 5.192–5.214
personnel 5.211–5.212
prices—*see* Prices
product performance 5.206–5.207
profitability 2.35, 2.148, 2.159, 2.170–2.171,
2.177, 2.181, 4.103, 5.192–5.207, 5.214, App
5.18, App 5.19, App 5.20, App 5.21
public interest—*see* Public interest
quality products 2.33, 2.151
radial distribution 4.42
retrospective terms 2.251
sales—*see* Sales...
share of supply—*see* Share of supply
structure 5.189–5.193
survey 2.205, 4.19, 8.17, 8.107
take-home market 2.261

- Mars UK Limited—*contd*
 terms—*see* Terms...
 views 2.26, 2.66, 2.84, 2.121, 2.143, 2.158–2.159, 2.185, 2.189, 2.202, 2.211, 2.241–2.242, 2.259–2.260, 2.266, 2.285, 2.305, 2.334, 2.337, 3.8, 5.195, 6.2–6.136
 views of
 BEW 2.173–2.175, 8.17, 8.54, 8.68–8.70, 8.77, 8.92, 8.107
 a distributor 7.369
 ex-dedicated distributors 7.7
 Harlech 7.67
 Nestlé 6.184, 6.203–6.205, 6.212
 NFRN 7.277–7.278
 Snowking 7.231
 Tolsurge 7.99
- Martin—*see* TM Retail
- Matlock Garden Centre, views 7.318
- Menorquina 4.93
- Meols Catering Services and Clwyd Ices Ltd, views 7.220
- Merlin Entertainments Group Ltd, views 7.319
- Metro Centre, Gateshead 4.24
- Michael I Holdsworth Limited, views 7.218
- Midlands Ice Cream Supplies Ltd
 background 5.144–5.147
 liquidation 5.144–5.147, 7.84, 8.66
 profitability 5.144–5.147, 7.84
 views 5.144–5.147, 7.84
 views of, BEW 5.145–5.147, 8.66
- Millie's Cookies Ltd, views 7.320
- Mio 4.93, 7.136
- Mitchell's, views 7.221
- MMC—*see* Monopolies and Mergers Commission
- Mobilers 2.3, 2.15, 2.18, 4.33–4.37
 background 2.224, 4.12, 4.77–4.80, 5.3, 5.5, 5.220–5.221
 BEW performance 5.34–5.38
- CC
 conclusions 2.49, 2.224–2.234
 recommendations 1.14, 2.312–2.315, 2.356
 franchising 4.49–4.50, 7.381–7.382
 outlet exclusivity 2.224–2.234
 statistics 5.3, 5.5, 5.8, 5.43–5.46, 5.52, 5.159, 5.162, 5.220–5.221
 views 7.381–7.382
 views of
 BEW 2.225, 5.115, 8.27, 8.47, 8.86, 8.108
 Ice Patrol 7.207
 Mars 6.71
 Nestlé 2.225–2.226, 6.160
 Treats 6.223
 (*see also* Kiosks)
- Monkspath 5.47, 5.81
- Monopolies and Mergers Commission (MMC)
 1979 report 1.2, 2.3, 2.209–2.210, 2.232, 3.2–3.5, 3.7, 4.100–4.101, 8.69, App 3.1
 1994 report 1.2, 2.4, 2.156, 2.159–2.160, 2.166, 2.168–2.170, 2.180, 2.184, 3.6–3.7, 4.63, 4.119
 views of BEW 8.33–8.34, 8.36–8.37, 8.69
 1998 report 1.3–1.4, 2.5–2.13, 2.16, 2.80–2.81, 2.90, 2.118, 2.128, 2.148, 2.326, 2.330, 3.8–3.16, 4.69, 4.86, 5.29, 5.73–5.77, 5.108, App 3.2
 views of BEW 2.10–2.12, 2.326, 2.330, 8.9–8.10, 8.24
 (*see also* Competition Commission)
- Monopoly situations
 CC
 conclusions 1.1, 2.48–2.51, 2.88, 2.120, 2.137–2.139, 2.195–2.196, 2.228–2.229
- Monopoly situations, CC—*contd*
 findings 1.1, App 2.1
 issues statement App 2.1
 sensitivity analysis 4.25–4.26, App 4.4
 views of
 BEW 8.4–8.6, 8.24, 8.89
 Mars 6.64, 6.88–6.89
 Nestlé 6.153, 6.172, 6.188–6.190
 (*see also* Complex monopolies; Scale monopolies)
- Mr Boni's Ice Cream, views 7.222
- MSP—*see* Manufacturers' selling prices
- Multipacks 2.20, 2.24–2.25, 2.176, 2.261, 4.7, 4.23, 4.26, 4.103–4.104, 4.108, 5.70–5.71, 6.33, 7.92, 8.3
 international comparisons 4.121, App 4.11
 wrapped singles comparison 4.106–4.108
- Multi-product drops 2.79–2.80, 2.334–2.335, 2.345
- N W Levers Ltd (Levers), views 7.85–7.87
- National accounts
 CC, recommendations 1.17, 2.336, 2.344–2.348, 2.356
 views of
 BEW 8.9–8.10, 8.13, 8.41, 8.97
 Cornish Farmhouse 7.48
 Ebor 7.179
 Mars 6.110, 6.125, 6.133
 Nestlé 6.153, 6.159
 Treats 6.239
- National Catering Manager, English Heritage, views 7.303
- National Federation of Retail Newsagents (NFRN)
 background 7.274
 views 7.274–7.282
- The National Trust (Enterprises) Ltd, views 7.321
- National wholesalers
 background 2.15, 2.17, 4.31, 5.109–5.117
 CC, conclusions 2.102, 2.329
 statistics 2.90, 2.329, 5.115, 5.116–5.117
- NERA 4.115, 4.122–4.126, 8.53, 8.75
- Nestlé UK Ltd 2.115, 2.190, 5.155–5.188, 7.369
 advertising 2.36, 4.97, 5.188
 background 2.14–2.19, 2.33, 4.25, 4.101, 5.155–5.188, App 5.15
 brand strength 2.36, 4.106–4.119, 5.155
- CC
 conclusions 2.129–2.136, 2.177, 2.185, 2.193–2.195, 2.216, 2.221, 2.228–2.229, 2.251, 2.277
 findings 1.1–1.14, 2.240, App 2.1
 recommendations 1.14, 2.284–2.285, 2.304, 2.309, 2.314, 2.315–2.316, 2.322, 2.352, 2.356
 complex monopolies—*see* Complex monopolies
 distribution channels 5.170–5.175
 document by Nestlé on remedies 6.213, App 6.1
 finance 5.155, 5.167
 first submission 6.137–6.152
 franchising 4.50
 freezer exclusivity—*see* Freezer exclusivity
 history 4.101, 5.166
 imports 5.165–5.166
 industry maps 5.2–5.10
 Mars 2.170, 6.204–6.205
 outlet exclusivity—*see* Outlet exclusivity
 performance 5.156–5.184, App 5.15, App 5.16, App 5.17
 personnel 5.185–5.187
 prices—*see* Prices

- Nestlé UK Ltd—*contd*
 profitability 2.35, 2.67, 2.148, 2.159, 2.170–2.171, 2.177, 2.181, 2.185, 5.156, 5.158–5.163, 5.167–5.169, 5.174, 5.182–5.184, App 5.15, App 5.16, App 5.17
 public interest—*see* Public interest
 radial distribution 4.31, 4.41, 5.170–5.171, 5.174
 retrospective terms 2.251
 sales—*see* Sales...
 share of supply—*see* Share of supply
 structure 5.155, 5.158
 terms—*see* Terms...
 views 2.67, 2.84, 2.106, 2.143–2.144, 2.160, 2.185, 2.203, 2.212, 2.225–2.226, 2.244, 2.259, 2.285, 2.305, 2.337, 5.171–5.172, 6.137–6.213, App 6.1
 views of
 BEW 2.173–2.175, 8.69, 8.77
 ex-dedicated distributors 7.7
 Harlech 7.67
 Mars 2.211, 6.21, 6.34, 6.40, 6.43, 6.44–6.47, 6.52, 6.66, 6.76, 6.89
 Snowking 7.231
 Tolsurge 7.95, 7.98–7.100
 Treats 6.223, 6.242
 Net sales value (NSV) 5.21, 5.31
 New Forest Ice Cream Ltd, views 7.223–7.226
 Newbery, Professor 2.233, 2.311
 NFRN—*see* National Federation of Retail Newsagents
 NOP 4.18–4.19
 Northampton Ice Cream Ltd, views 7.88–7.89
 Northern Ireland 2.14, 4.43, 4.57, 5.11, 5.149–5.154
 background 2.46, 4.25–4.26, 4.32, 4.39, 4.43, 4.78, 5.150
 CC, findings 1.1, 2.46
 market—*see* Market
 sales value 5.150
 views of
 BEW 8.108
 Dale Farm 7.168
 Nestlé 6.206–6.207
 (*see also* Dale Farm Ice Cream Ltd)
 Northumbrian Ice Cream Company Ltd, views 7.227
 Notcutts Garden Centres, views 7.322
 NSV—*see* net sales value
- Off-invoice discounts 2.248, 4.53, 5.124–5.125
 CC, conclusions 2.252–2.257
 definition 2.93, 2.122, 2.238, 4.69, 5.124
 statistics 2.217, 2.238, 4.70
 views of
 BEW 8.28–8.29, 8.103
 ex-dedicated distributors 7.18, 7.27
 Nestlé 6.190
 Office of Fair Trading (OFT) 2.325, 2.327, 2.331, 3.8–3.17
 views of, TM Retail 7.342–7.344
 Opinion Research Corporation International (ORCI) 4.7, 4.15, 4.114, App 4.1
 Ortiz Miko 4.103, 5.198, 6.107
 Outlet exclusivity 2.209–2.234, 2.265–2.273, 7.372, 7.385
 background 2.209–2.210, 4.51–4.55
 barriers to entry 4.98–4.99
 BEW proposals 8.104
 CC
 conclusions 1.1, 1.8, 2.180, 2.216–2.234, 2.271–2.273
 findings 1.1, 1.2, 1.8, 1.11
- Outlet exclusivity—*contd*
 recommendations 1.14, 2.303–2.315, 2.350, 2.352, 2.356, App 2.4
 complaints 1.5
 complex monopolies 2.224, 2.228–2.229
 duration 2.218, 2.231, 4.52, 6.82, 7.203
 exemptions 2.233, 2.310–2.315, 2.356, 6.213, App 6.1
 issues statement App 2.1
 kiosks 2.224–2.234
 MMC, 1979 report 1.2, 2.3, 2.180, 2.209–2.210, 2.232, 3.3
 public interest 1.2, 1.11, 2.231–2.234, 2.277
 regulations 2.304, 2.315
 statement of remedies App 2.4
 statistics 2.210, 2.219, 4.51–4.55
 undertakings 1.2, 2.209–2.210, 3.3, 4.51
 views of
 BEW 2.215–2.216, 2.225, 2.306–2.307, 4.51–4.52, 8.6, 8.46–8.48, 8.82–8.84, 8.104, 8.108
 Boots Frites Ltd 7.137
 Cornish Farmhouse 7.46
 Dale Farm 7.168
 Ebor 7.175
 Ex-dedicated distributors 2.213, 2.305, 7.25, 7.29, 7.32, 7.35–7.37
 Frederick’s Dairies Ltd 7.188, 7.191
 Gocold 7.113
 Häagen-Dazs 7.203
 Harlech 7.75
 Loseley 7.216–7.217
 Mars 2.211, 2.266, 2.305, 6.7, 6.22–6.26, 6.30, 6.34, 6.52, 6.56–6.59, 6.63, 6.76–6.84, 6.113, 6.123–6.124, 6.133
 Nestlé 2.212, 2.225–2.226, 2.305, 6.163, 6.166, 6.171–6.177, 6.202, 6.213, App 6.1
 retailers 2.214, 2.232, 2.305
 TM Retail 7.344
 Treats 2.305, 6.231, 6.235
 VdBF-I 5.153
 written requests 1.2, 2.209–2.210, 2.232, 4.51–4.55
- Palmer & Harvey McLane Ltd (Snowking)
 background 7.228
 radial distribution 4.31
 views 7.228–7.232
 views of, TM Retail 7.342–7.344
 Papershop Plus Ltd, views 7.323
 Penetration
 market 2.173–2.175, 4.105–4.120
 (*see also* Weighted...)
 Perry, Sir Michael 6.220
 Personnel
 BEW 5.60–5.67, 5.113, 5.134, App 5.5
 Mars 5.211–5.212
 Nestlé 5.185–5.187
 Treats 5.223
 (*see also* Employment matters)
 Pewsey Vale Dairy Ice Cream, views 7.233
 Plant and machinery sunk costs 4.92–4.93
 Practices 2.52–2.280
 distribution 2.52–2.154, 2.265–2.273
 exclusivity in distribution 2.52–2.88, 2.265–2.273
 freezer exclusivity 2.155–2.208, 2.265–2.273
 outlet exclusivity 2.209–2.234, 2.265–2.273
 retail prices 2.258–2.264, 2.265–2.273
 terms to retailers 2.235–2.257, 2.265–2.273
 (*see also* Combinations...)
 Premium pricing 2.42, 6.26, 8.50

- Presence marketing, views of, Mars 6.95
- Prices 2.240, 2.247, 2.253, 2.258–2.264, 2.265–2.273, 2.275–2.278, App 4.2
- barriers to entry 4.90
 - CC
 - conclusions 1.11, 2.154, 2.234, 2.261–2.264, 2.275–2.278
 - findings 1.11
 - competition 2.42–2.43, 2.150, 2.154, 2.208, 2.234, 2.257, 2.258–2.264, 2.275–2.278, 7.13–7.15, 7.31, 7.100
 - controls 2.325, 2.331
 - cost relationship 2.240, 2.247, 2.253, 6.51, 6.165
 - EC comparisons 2.43
 - international comparisons 2.43, 4.122–4.126, 8.53
 - issues statement App 2.1
 - other products 2.23
 - retail/wholesale relationship 5.10
 - statistics 2.42–2.43, 4.122–4.126, App 4.2
 - views of
 - BEW 2.259–2.260, 8.6, 8.41–8.45, 8.50–8.53, 8.86–8.87
 - Brakes 7.144
 - Ex-dedicated distributors 2.259, 7.13–7.15, 7.31, 7.35, 7.37
 - Häagen-Dazs 7.202–7.203
 - Harlech 7.73–7.74
 - individuals 7.389
 - Mars 2.259–2.260, 5.195, 6.20, 6.26–6.27, 6.51, 6.54–6.55
 - Nestlé 2.259, 6.143–6.145, 6.165, 6.168, 6.181, 6.186
 - NFRN 7.282
 - Tolsurge 7.100
 - Treats 2.259, 6.217–6.218, 6.222, 6.229–6.232
- (*see also* List...; Recommended retail prices; Retail...)
- Profitability 1.1, 2.35, 2.67, 2.95, 2.139, 2.148, 2.159, 2.170–2.171, 2.185, 4.103–4.104
- BEW 1.1, 2.35, 2.139, 2.159, 5.17–5.59, 5.90–5.117, App 5.1, App 5.2, App 5.3
 - CC
 - conclusions 2.177, 2.181
 - findings 1.1
 - recommendations 1.16, 2.321–2.349, 2.352, 2.356
 - Coldstream Ice Cream & Frozen Foods Ltd 5.142–5.143
 - distribution channels 5.33–5.38, 5.131, 5.170–5.175, 5.202, App 5.2, App 5.3
 - ex-dedicated distributors 5.122–5.148, App 5.12
 - freezer exclusivity 5.52–5.55, 5.184
 - GSV percentage 5.39–5.41, 5.176, 5.194–5.196
 - international comparisons 4.122–4.126
 - Mars 2.35, 2.148, 2.159, 2.170–2.171, 2.177, 2.181, 4.103, 5.192–5.207, 5.214, App 5.18, App 5.19, App 5.20, App 5.21
 - Midlands Ice Cream Supplies Ltd 5.144–5.147, 7.84
 - Nestlé 2.35, 2.67, 2.148, 2.159, 2.170–2.171, 2.177, 2.181, 2.185, 5.156, 5.158–5.163, 5.167–5.169, 5.174, 5.182–5.184, App 5.15, App 5.16, App 5.17
 - retail outlet type 5.42–5.46, App 5.4
 - retailers App 4.2
 - RRP percentage 5.39–5.41
 - Treats 2.35, 5.217–5.219
 - Unilever 4.122–4.126, 5.15
- Profitability—*contd*
- VdBF-I 5.151
- views of
 - BEW 2.177, 2.325–2.333, 5.36, 5.41, 5.44, 5.52, 5.54, 5.94–5.96, 5.133–5.134, 5.148, 8.15, 8.23–8.24, 8.32, 8.36, 8.43, 8.61, 8.64, 8.90, 8.103
 - Coldstream 7.44
 - Ebor 7.171, 7.173
 - ex-dedicated distributors 5.135–5.138, 7.18
 - Harlech 7.67, 7.76
 - Mars 5.214, 6.45, 6.101, 6.103, 6.125, 6.130
 - Nestlé 5.160, 6.191–6.192, 6.210–6.213
 - Snowking 7.229
 - Wall's Direct 5.90–5.110
- (*see also* Sales value)
- Project Bullet—*see* Bullet Project
- Promotion
- issues statement App 2.1
 - statistics 4.96–4.97, 4.106–4.108, 5.30, 5.68–5.72, 5.188, 5.213, 5.224
 - sunk costs 4.92, 4.95–4.97
 - views of
 - BEW 8.15–8.16, 8.18, 8.49, 8.88
 - Coldstream 7.44
 - ex-dedicated distributors 7.1, 7.11, 7.17, 7.22, 7.28, 7.30
 - Harlech 7.60–7.61
 - Mars 6.7, 6.20, 6.27, 6.29, 6.35, 6.53, 6.95
 - Nestlé 6.167
 - NFRN 7.275–7.277
 - Wall's Direct 1.5, 2.65, 2.72–2.76, 2.86–2.88, 5.134, 7.1, 7.11, 7.17, 7.22, 7.28, 7.30, 7.60–7.61, 7.275–7.277, 7.367
- (*see also* Advertising)
- Public interest 1.11, 2.2
- bonuses 1.11, 2.257, 2.278
 - CC
 - conclusions 1.10–1.11, 2.140–2.154, 2.198–2.208, 2.231–2.234, 2.257, 2.274–2.280
 - findings 1.2, 1.10–1.11
 - combinations of practices 2.273, 2.279
 - discounts 1.11, 2.257, 2.278
 - distribution 1.11, 2.140–2.154, 2.275
 - EC legal cases 2.140–2.147, 2.198–2.201, App 2.2, App 2.3
 - freezer exclusivity 1.2, 1.11, 2.198–2.208, 2.276
 - issues statement App 2.1
 - MMC
 - 1979 report 1.2, 2.3, 3.3–3.5, 3.7
 - 1994 report 1.2, 2.4, 2.156, 3.6–3.7
 - 1998 report 2.81, 2.128, 3.10
 - outlet exclusivity 1.2, 1.11, 2.231–2.234, 2.277
 - terms to retailers 1.11, 2.257, 2.278
 - views of
 - BEW 8.7–8.56, 8.75
 - ex-dedicated distributors 7.15, 7.32
 - Exel 7.107
 - individuals 7.389
 - Mars 6.25, 6.88
 - Nestlé 6.137, 6.166
- Published terms
- CC
 - findings 1.6
 - recommendations 2.345, 2.348, 2.356
 - statistics 4.69–4.73
 - views of
 - BEW 8.72

- Published terms, views of—*contd*
 Mars 6.63, 6.72, 6.85, 6.90, 6.97, 6.110, 6.120, 6.125, 6.128, 6.135
 Nestlé 6.166, 6.171, 6.186, 6.195, 6.197, 6.202
 Treats 6.240
 (see also Unpublished incentives)
- Quality issues 1.11, 2.33, 2.151, 2.154, 2.208, 2.234, 2.257, 2.275–2.278
 views of, Nestlé 6.143–6.145, 6.147–6.148
- Quality of service
 CC, conclusions 2.82, 2.107, 2.109, 2.120, 2.152
 views of
 BEW 2.69, 2.71, 2.82, 2.107, 2.109–2.111, 8.9–8.11, 8.14–8.16, 8.19
 Brakes 7.142
 ex-dedicated distributors 2.64, 2.82
 G&G 7.196
 Gocold 7.110
 Mars 6.19
- R&D—see Research and development...
- R Rossa & Sons Ltd, views 7.234
- Rabaiotti's Ice Cream, views 7.235
- Radial distribution, background 4.12, 4.31, 4.38–4.44, 4.73, 5.170–5.171, 5.174
- Rate of sale 4.114–4.116
- Ray, Dr 6.42, 6.102
- RBP—see Retailers' buying prices
- Recommended retail prices (RRPs) 2.42–2.43, 2.262–2.264
 background 4.68, 4.85–4.86, 5.10
 CC, conclusions 2.262–2.264
 cost percentage 5.39–5.41
 international comparisons 4.122–4.123
 profit percentage 5.39–5.41
 statistics 4.85–4.86, 4.122–4.123, 5.10
 views of
 BEW 8.6, 8.50–8.53
 Brakes 7.144
 ex-dedicated distributors 7.31
 Häagen-Dazs 7.202–7.203
 Mars 6.27, 6.54–6.55
 Nestlé 6.168
 NFRN 7.282
 Treats 6.217, 6.229–6.232
- Reference goods 1.1, 2.14, 2.20–2.31, App 2.1
 (see also Impulse ice cream)
- Refusal to supply
 CC
 conclusions 2.223
 recommendations 1.17–1.18, 2.322–2.336, 2.345, 2.348, 2.356
 MMC, 1998 report 1.3–1.4, 2.5–2.13, 3.8–3.12
 views of, BEW 8.46
 (see also Discrimination)
- Regale Frozen Foods Ltd, views 7.236
- Regulations
 CC, recommendations 1.12–1.18, 2.282, 2.322–2.335, 2.356
 freezer exclusivity 2.284, 2.303
 outlet exclusivity 2.304, 2.315
 views of
 BEW 8.67, 8.72
 Mars 6.136
- Research and development (R&D) sunk costs 4.92, 4.94
- Research International 4.79, 8.71, App 4.2
- Retail prices 2.258–2.273, 4.85–4.86, 5.10
 MMC, 1998 report 4.86
 statistics 4.85–4.86, 5.10
 (see also Prices...; Recommended...)
- Retail selling prices (RSP) 2.14, 2.32, 4.20–4.24, 4.28–4.29, 5.3
- Retailer own brands (ROB) 4.95, 4.106
- Retailers
 back-up refrigeration 4.8
 background 2.14–2.19, 4.8, 4.12, 4.14–4.19, 4.34–4.37, 4.56–4.67, 4.77–4.82, 4.85–4.86, App 5.4, App 4.5
 BEW profitability 5.42–5.46
 distributors 2.80, 4.12, 4.83–4.84
 fast food 2.26
 freezer exclusivity—see Freezer exclusivity
 issues statement App 2.1
 larger retailers 4.65
 manufacturers 4.44, 4.77–4.82
 Mars performance 5.203–5.205
 Nestlé performance 5.182–5.183
 outlet exclusivity—see Outlet exclusivity
 penetration 2.173–2.175, 4.109–4.120
 price competition 2.42–2.43, 2.150, 2.208, 2.234, 2.258–2.264, 2.275–2.278, 7.13–7.15, 7.31
 profile 5.47–5.59
 rate of sale 4.114–4.116
 Research International survey 4.79, 8.71, App 4.2
 sales/delivery restrictions—see Sales/delivery restrictions
 share of supply—see Share of supply
 statistics 2.18, 2.39–2.43, 2.134, 2.237–2.238, 2.247, 4.8, 4.12, 4.15–4.19, 4.34–4.37, 4.51–4.73, 4.77–4.82, 4.85–4.86, 4.109–4.120, 5.2–5.10, 5.42–5.59, 5.182–5.183, 5.203–5.205, 5.221, App 4.2, App 5.4, App 4.5
 terms—see Terms to retailers
 Treats performance 5.221
 types 2.26, 4.12
 vertical integration—see Vertical integration
 views 2.214, 2.232, 2.285, 2.305, 7.266–7.353, 7.362–7.388
 written requests 1.2, 2.209–2.210, 2.232, 4.51–4.55
- Retailers' buying prices (RBP) 4.20–4.24, 4.33
- Retrospective terms 4.79, App 4.7
- barriers to entry 4.98–4.99
- CC
 conclusions 2.248–2.251, 2.256–2.257, 2.271
 findings 1.11
 recommendations 1.15, 2.317–2.320, 2.356
 complex monopolies 2.251, 2.256–2.257
 Mars 2.251
 Nestlé 2.251
 statistics 5.56–5.59, App 4.7
 views of
 BEW 5.148, 8.6
 ex-dedicated distributors 7.18, 7.27
 Frederick's 7.191
 Loseley 7.216–7.217
- Richmond Frozen Confectionery Limited (Treats)
 advertising 5.224
 background 2.14–2.19, 4.25, 4.36, 4.102, 5.215–5.224, 7.369
 finance 5.215, 5.218
 first submission 6.214–6.224
 freezers 4.62, 5.222
 history 4.102, 5.215
 imports 5.216
 industry maps 5.2–5.10
 performance 5.217–5.221
 personnel 5.223
 prices—see Prices
 profitability 2.35, 5.217–5.219
 sales 5.217–5.221

- Richmond Frozen Confectionery Limited (Treats)—
contd
share of supply—*see* Share of supply
structure 5.215
views 2.64, 2.157, 2.243, 2.259, 2.285, 2.305,
2.337, 6.214–6.243
- Rios Ice Cream, views 7.237
- Rippleglen Ltd, views 7.324
- ROB—*see* Retailer own brands
- Roberto Ices, views 7.238
- Ronksley's Ice Cream, views 7.239–7.240
- Rossi (Southend on Sea) Ltd, views 7.241
- RPI 2.12, 2.43, 2.119, 2.150, 4.86
- RRPs—*see* Recommended retail prices
- RSP—*see* Retail selling prices
- RSPB, views 7.325
- Russell, Bob, MP, views 7.356–7.357
- S E Lane, views 7.242
- Sales force 5.60–5.67, 5.113, 5.134, 5.170, 5.185–
5.187, 5.211–5.212, 5.223, App 5.5
ex-dedicated distributors 5.134
views of
BEW 5.134, 8.11, 8.15–8.16, 8.39, 8.46, 8.90
Coldstream 7.44
ex-dedicated distributors 7.11, 7.22, 7.36
FMCG 7.108
Harlech 7.60–7.61
Mars 6.35
Nestlé 6.162, 6.189
NFRN 7.275–7.277, 7.280
Tolsurge 7.93
- Sales value
BEW 5.17–5.59, 5.81–5.117, 5.116–5.117, 5.150–
5.151, App 5.1
ex-dedicated distributors 5.118–5.148, App 5.12,
App 5.13
exclusive freezer replacement effects 4.117–
4.119, App 4.9
freezer exclusivity 5.52–5.59
international comparisons 4.121–4.126, App 4.11
Mars 5.192–5.214
measurements 4.20–4.24
Nestlé 5.156–5.184, App 5.15, App 5.16, App
5.17
Northern Ireland 5.150
Rate of sale 4.114–4.116
retail outlet type 5.42–5.46, App 5.4
Treats 5.217–5.221
VdBF-I 5.150–5.151
views of
BEW 5.52, 5.54, 8.10, 8.13
ex-dedicated distributors 7.18
Mars 5.214, 6.19
Nestlé 6.210–6.213
Wall's Direct 5.81–5.109, 5.110–5.117
(*see also* Gross sales value; Profitability)
- Sales/delivery restrictions 4.38–4.44, 4.71, 4.83
CC, recommendations 1.17, 2.336–2.349, 2.356
costs 4.69, 4.72–4.73, 5.113
economic size 4.10–4.11, 5.135
exemptions 2.344–2.348, 2.356
views of
BEW 2.339–2.340, 7.9–7.10, 8.11, 8.15, 8.44,
8.67, 8.93–8.94
ex-dedicated distributors 2.338, 7.9–7.10, 7.20
Mars 2.337, 6.34, 6.105, 6.108–6.109, 6.133
Sales/delivery restrictions, views of—*contd*
Nestlé 2.337, 6.191, 6.196, 6.202
NFRN 7.276
Tolsurge 7.97
Treats 2.337
(*see also* Distribution)
- Scale monopolies
CC
conclusions 1.1, 2.48–2.51, 2.137, 2.139,
2.197, 2.204, 2.230, 2.255–2.256
findings 1.1, 4.27
issues statement App 2.1
sensitivity analysis 4.25–4.26, App 4.4
views of
BEW 8.4–8.5, 8.24, 8.89
Mars 6.64, 6.85–6.86
Nestlé 6.172, 6.188
- Schöller Ice Cream Ltd 4.93
views 7.243
- Scoop ice cream 2.24, 2.26–2.27, 2.44, 2.47, 2.186
background 2.14–2.19, 4.3–4.7, 4.13, 4.69
barriers to entry 2.47, 2.186, 2.194
branding 4.14, 4.95
concentration 4.28–4.29
freezer exclusivity 2.186, 2.194, 5.51
statistics 2.27, 2.34–2.35, 2.186, 4.21–4.33, 5.22–
5.26, 5.30, 5.34, 5.42–5.46, 5.51, 5.70, 5.159–
5.163
substitutability 4.24
views of
BEW 8.2, 8.110–8.111
Häagen-Dazs 7.200
Mars 6.5, 6.31, 6.115
Nestlé 6.154–6.155
Tolsurge 7.91–7.93
- Scottish Grocers Federation, views 7.283
- Scunthorpe Cold Stores Ltd, views 7.114
- Seasonal kiosks—*see* Kiosks
- Severn Valley Railway (Holdings) PLC, views 7.328
- SFE UK—*see* Snack Foods Europe UK
- Shakti, views 7.329
- Share of supply
background 2.14–2.19, 2.33–2.35, 2.170, 4.25–
4.44, 4.100–4.120
CC
conclusions 1.1, 1.10, 2.48–2.49, 2.79, 2.139,
2.174–2.175, 2.181
findings 1.1, 1.10, 2.63
concentration 4.28–4.29
industry maps 5.2–5.10
international comparisons 4.121, App 4.11
outlet type 4.36–4.37, App 4.5
sensitivity analysis 4.25–4.26, App 4.4
statistics 1.1, 2.14–2.19, 2.33–2.35, 2.41, 2.45,
2.48–2.49, 2.79, 2.170–2.172, 4.25–4.44,
4.101–4.121, 5.2–5.10, 5.157, App 4.4, App 4.5,
App 4.11
take-home market 2.45, 2.261
undertakings 2.11–2.12, 3.13–3.17, App 3.2
views of
BEW 2.173–2.175, 2.327, 8.4–8.5, 8.9–8.10,
8.37, 8.46, 8.69, 8.75, 8.103, 8.108
Häagen-Dazs 7.199, 7.202
Mars 6.8, 6.45, 6.64, 6.86, 6.91
Nestlé 6.138, 6.172, 6.184
Snowking 7.231
Wall's Direct 5.81–5.109, 5.110–5.117

- Share of supply—*contd*
 wrapped singles/multipack comparisons 4.106–4.108
- Shared margin basis 4.70, 4.84
- Shell UK Ltd
 background 7.330
 freezer exclusivity 4.66
 views 7.330
- Slee's of Winskill, views 7.244
- Slush 2.27–2.29, 2.34–2.35, 6.33, 6.154, 7.92, 8.3
- Snack Foods Europe UK (SFE UK) 5.190–5.191
- Snowking—*see* Palmer & Harvey McLane Ltd
- Soave's Ice Cream, views 7.245
- Soft ice cream 2.26–2.28, 2.47
 background 2.14–2.19, 4.3–4.7, 4.13–4.14, 4.69
 barriers to entry 2.47
 branding 4.14, 4.95
 statistics 2.27, 2.34–2.35, 4.21–4.33
 substitutability 4.24
 views of
 BEW 8.2
 Mars 6.5, 6.31, 6.115
 Nestlé 6.154–6.155
- Soft ice cream mix 2.28, 2.31
- Southern Co-operatives Ltd, views 7.332
- Sovereignty 5.78–5.79
- Standard distribution deduction 2.12, 2.93, 2.118, 2.327, 3.14, 4.69, 5.10, 5.110, 8.22–8.24, 8.102
- Statement of remedies 1.12–1.18, 2.129, 2.240, 2.281–2.356, 6.234, 7.45, 7.51, 7.172, 7.286, 8.1, 8.57, App 2.1, App 2.4
- Stepped scale structure 2.317, 8.85
- Storage issues 4.8–4.11, 5.170
 views of
 BEW 8.15
 Harlech 7.66–7.67
 TBA 7.118
- Stratford Ice Cream, views 7.246
- Styles Farmhouse Ice Cream, views 7.247
- Subsidiaries
 CC, recommendations 2.322, 2.332–2.333
 views of
 BEW 8.91
 Nestlé 6.194
- Substitutability 4.24, 8.2–8.3
- Sunk costs
 background 4.87–4.88, 4.91–4.97, 6.178, 7.20
 types 4.92–4.97
- Sunnyside Distribution Ltd
 background 7.115
 views 7.115
- T & S Stores plc, views 7.334–7.338
- T Osborne & Son, views 7.248
- Take-home market 2.45, 2.254, 2.260–2.261, 4.103–4.104, 4.108, 5.30, 5.69, 5.71, 5.194, 5.202, 5.206–5.207, 6.55, 6.230, App 5.1
 (*see also* Multipacks)
- Tate Gallery Restaurant Ltd, views 7.333
- Tattenhall Dairy Products Ltd, views 7.249
- TBA—*see* Tibbett & Britten Applied Ltd
- Terms to retailers 2.122, 2.155–2.208, 2.235–2.257, 2.265–2.273, 4.51–4.55, 7.1, 7.366, 7.373, 7.381–7.382, 7.386, App 4.2, App 5.4, App 4.7
 background 2.235–2.247, 4.53–4.55, 4.69–4.73, 4.77–4.82, 5.5
 BEW overview 4.77–4.80, 5.30, 5.56–5.59
- Terms to retailers—*contd*
 CC
 conclusions 1.9, 1.11, 2.89, 2.132–2.136, 2.154, 2.235–2.257, 2.271
 findings 1.9, 1.11
 recommendations 1.15, 2.316–2.320, 2.336–2.349, 2.350, 2.356, App 2.4
 complaints 1.5
 complex monopolies 2.240, 2.255–2.256
 distributors 4.12, 4.83–4.84
 issues statement App 2.1
 manufacturers 4.44, 4.77–4.82
 Mars overview 4.82
 MMC, 1998 report 1.3–1.4, 2.5–2.13, 3.8–3.12
 mobiler terms 4.77–4.80
 negotiation 4.77–4.80
 Nestlé overview 4.81
 public interest 1.11, 2.257, 2.278
 seasonal terms 4.77–4.80
 standard terms 4.77–4.82
 statement of remedies App 2.4
 statistics 2.134, 2.237–2.238, 2.247, 4.51–4.55, 4.69–4.73, 4.77–4.82, 5.30, 5.39–5.41, 5.45, 5.56–5.59, 5.153
 undertakings 2.12–2.13, 2.62–2.63, 3.13–3.17, App 3.2
 unpublished incentives 1.15, 2.252–2.257, 2.316–2.320
 views of
 Alldays 7.285
 BEW 8.6, 8.15–8.16, 8.19, 8.27–8.29, 8.42–8.45, 8.71–8.72, 8.85–8.89, 8.94
 Coldstream 7.44
 Dale Farm 7.168
 Ebor 7.176–7.177
 Ex-dedicated distributors 2.245, 7.10–7.12, 7.17, 7.22, 7.24, 7.37
 Frederick's Dairies Ltd 7.189, 7.191
 Gocold 7.113
 Harlech 7.61, 7.69, 7.72–7.75
 Ice Patrol 7.207
 Loseley 7.216–7.217
 Mars 2.241–2.242, 2.337, 6.6–6.8, 6.40, 6.48–6.53, 6.63, 6.85–6.98, 6.113, 6.128–6.129, 6.135
 Nestlé 2.244, 2.337, 6.138, 6.140, 6.159–6.160, 6.161, 6.164, 6.171, 6.184–6.186, 6.190, 6.197, 6.202
 NFRN 7.275–7.277
 TM Retail 7.344
 Tolsurge 7.93–7.94, 7.99, 7.102
 Treats 2.243, 6.219, 6.223–6.224, 6.228, 6.232, 6.237
 VdBF-I 5.153
 wholesalers 4.12, 4.83–4.84
 (*see also* Bonuses; Discounts; Freezer exclusivity; Outlet exclusivity)
- Terms to wholesalers 1.6, 2.89–2.120, 4.68–4.76, 5.10, 5.118–5.119, 7.374, 7.387
 BEW overview 4.69–4.73, 5.10, 5.30
 BEW proposals 8.102–8.103
- CC
 conclusions 1.6, 2.89–2.120, 2.128, 2.132–2.136, 2.138–2.139, 2.154
 findings 1.3, 1.6
 recommendations 1.16, 1.18, 2.321–2.349, 2.351–2.356, 5.116–5.117, App 2.4

Terms to wholesalers—*contd*

issues statement App 2.1
Mars overview 4.75
MMC, 1998 report 1.3–1.4, 2.5–2.13, 2.128, 3.8–3.12, 4.69, 5.120–5.121
negotiation 4.70–4.71, 4.74–4.76
Nestlé overview 4.74
standard terms 4.69, 4.74–4.75
statistics 2.93–2.96, 2.103–2.106, 4.68–4.76, 5.10, 5.30, 5.39–5.41, 5.45, 5.116–5.117, 5.120–5.148, 5.153, 5.170–5.175
undertakings 1.4, 2.12–2.13, 2.62–2.63, 2.118–2.119, 2.125, 3.13–3.17, 4.69, 5.119, App 3.2
views of
 BEW 2.11, 2.98–2.101, 2.111, 2.114, 5.116–5.117, 5.129, 5.132–5.134, 5.136, 5.148, 8.6, 8.9–8.30, 8.41–8.45, 8.67, 8.90, 8.102–8.103
 Brakes 4.74
 Coldstream 5.142
 Ebor 7.171, 7.173
 ex-dedicated distributors 2.97, 5.120, 5.135–5.137, 7.1, 7.3, 7.7–7.12, 7.17–7.18, 7.27, 7.33, 7.35–7.37
 Exel 7.104
 Gocold 7.112–7.113
 Harlech 7.63–7.67, 7.76
 Mars 2.337, 6.36–6.38, 6.63, 6.99–6.111, 6.125–6.127, 6.133
 Midlands 5.144–5.147, 7.84
 N W Levers 7.86
 Nestlé 2.337, 5.171–5.172, 6.140, 6.153, 6.157–6.160, 6.171, 6.190, 6.193, 6.198–6.200, 6.202, 6.208–6.209
 Tolsurge 7.90
 Treats 6.238
 VdBF-I 5.153
 (*see also* published terms)
Tesco Stores Ltd, views 7.339
Texaco Ltd, views 7.340
Thayers New England, views 7.250
Thorne Farm Dairy Ice Cream Ltd, views 7.252
Thorntons PLC 4.104
Tibbett & Britten Applied Ltd (TBA)
 background 7.116
 views 7.116–7.120
TM Retail 4.119
 background 7.342
 views 7.342–7.344
Tolsurge Ltd
 liquidation 5.148, 7.102
 views 7.90–7.102
Tony's Corner Shop, views 7.345
Total Oil Great Britain Ltd, views 7.346
Training, BEW 5.60–5.67, 5.113, App 5.5
Transparency
 views of
 ex-dedicated distributors 7.3, 7.11–7.12, 7.32, 7.35, 7.37
 Mars 6.10, 6.28–6.29, 6.63, 6.85, 6.90, 6.97, 6.110, 6.121, 6.125, 6.128, 6.135
 Nestlé 6.166, 6.186, 6.195, 6.197, 6.202
 Treats 6.240
 (*see also* Accounting issues)
Transport and General Workers Union, views 7.359–7.361
Treats—*see* Richmond Frozen Confectionery Limited

Trillo's of Whitby, views 7.253–7.256

Undertakings

BEW 1.4–1.5, 2.10–2.13, 2.62–2.63, 2.118–2.119, 2.125, 2.147, 2.209–2.210, 3.3–3.5, 3.13–3.17, 4.69, 5.108, 5.119, App 3.1, App 3.2
discrimination 1.4–1.5, 2.10–2.13, 2.62–2.63, 3.13–3.17, App 3.2
Glacier 3.3–3.4
outlet exclusivity 1.2, 2.209–2.210, 3.3, 4.51
share of supply 2.11–2.12, 3.13–3.17, App 3.2
views of
 BEW 8.9, 8.61, 8.64
 Icetag 7.79
 Mars 6.11, 6.116–6.117, 6.132, 6.133–6.136
Unilever 1.1, 2.200, 5.86–5.89, App 4.11
 background 2.14, 2.19, 4.25–4.27, 4.100–4.101, 4.121–4.126, 5.11–5.16
CC
 conclusions 1.1, 2.48, 2.137–2.139, 2.195, 2.197, 2.255–2.256
 findings 1.1, 4.27
 entry history 4.100–4.101, 5.11–5.12
 finance 5.15–5.16
 growth targets 5.25, 5.87–5.89
 history 4.100–4.101, 5.11–5.12
 performance 5.15–5.16
 profitability 4.122–4.126, 5.15
 share of supply—*see* Share of supply
 stock markets 5.12
 structure 5.11–5.15
 views of
 BEW 8.9–8.10, 8.13, 8.38
 ex-dedicated distributors 7.30
 Mars 6.64, 6.107, 6.119
 (*see also* Birds Eye Wall's Limited; Van den Bergh Foods—Ireland)
United Cinemas International (UK) Ltd, views 7.347
United Norwest Co-operatives Limited, views 7.348
Unpublished incentives
 CC
 conclusions 1.9, 2.252–2.257
 findings 1.9, 1.11
 recommendations 1.15, 2.316–2.320, 2.346, 2.356
 complex monopolies 2.252
 views of, BEW 8.88
 (*see also* Incentives; Published terms)
Upton Farm Frozen Foods, views 7.257

Valente Bros 7.258
Van den Bergh Foods—Ireland (VdBF-I)
 background 2.14–2.19, 2.46, 4.39, 4.52, 4.78, 5.149–5.154
 finance 5.151
 franchising 4.49
 freezer exclusivity 4.57
 performance 5.150–5.154
 profitability 5.151
 share of supply 2.46, 4.25–4.33, 4.101
 structure 5.149
 views of, BEW 8.108
 (*see also* Unilever)
VdBF-I—*see* Van den Bergh Foods—Ireland
Verrecchia Ltd, views 7.259
Vertical integration 4.38–4.44
 background 4.38–4.44

- Vertical integration—*contd*
- CC, recommendations 1.16, 2.335
 - radial distribution 4.31, 4.38–4.44
 - views of
 - Cornish Farmhouse 7.47
 - ex-dedicated distributors 2.267, 7.16–7.17, 7.33–7.34, 7.37
- Vertical restraints, EC communication 2.85
- Vinmar Ices, views 7.260
- Virgin Cinemas, views 7.349
- W H Smith Ltd, views 7.331
- Wall's Direct 1.6, 2.49, 2.77–2.120, 2.140–2.154, 2.190, 4.84, 7.387, App 5.6, App 5.7, App 5.8, App 5.9, App 5.11
- background 2.16, 2.19, 2.38, 2.46, 2.55–2.60, 2.96, 3.14, 4.40, 5.62–5.67, 5.73–5.148, App 3.3
 - benefits 5.80
 - CC
 - conclusions 1.6, 2.49, 2.77–2.88, 2.89–2.120, 2.128, 2.131, 2.138, 2.145–2.154, 2.270–2.273, 2.275, 2.329, 2.334
 - findings 1.6, 2.56–2.63
 - recommendations 2.336–2.348
 - costs 2.60–2.61, 2.86–2.87, 2.102, 2.107–2.111, 2.120, 2.326, 2.333, 2.351, 4.72–4.73, 5.62–5.63, 5.90–5.117, 7.5–7.6, 7.383
 - creation 1.4, 2.13, 2.16, 2.38, 2.55–2.60, 2.148, 2.347, 3.14, 5.8, 5.73–5.108, App 3.3, App 5.6, App 5.7, App 5.8, App 5.9, App 5.11
 - ex-dedicated distributors 5.105, 5.113–5.115, 5.117–5.148
 - functions 2.96, 5.79
 - initial considerations 5.73–5.77
 - performance 5.109–5.117
 - practices 2.53–2.120
 - profit forecasts 5.87–5.110, App 5.10
 - promotion 1.5, 2.65, 2.72–2.76, 2.86–2.88, 5.134, 7.1, 7.11, 7.17, 7.22, 7.28, 7.30, 7.60–7.61, 7.275–7.277, 7.367
 - regional cost variations 5.97–5.108
 - size estimates 5.81–5.109, App 5.10
 - statistics 2.58–2.59, 2.341, 2.351, 4.39, 5.8, 5.73–5.148, App 5.10
 - views of
 - BEW 2.11, 2.55–2.59, 2.68–2.76, 2.81, 2.101, 2.104, 2.108–2.113, 2.123, 2.325–2.327, 2.333, 2.340, 4.69, 5.79–5.117, 5.133–5.134, 8.7–8.30, 8.60–8.63, 8.68, 8.75, 8.89–8.90, 8.93–8.94, 8.103
 - Brakes 7.142–7.143
 - Coldstream 7.44
 - Cornish Farmhouse 7.47
 - Double A Foods 7.51
 - Ebor 7.178
 - Eden Farm 7.52
 - ex-dedicated distributors 2.64–2.65, 2.82, 5.137, 7.1, 7.3–7.37
 - Exel 7.105–7.107
 - Gocold 7.109–7.112
 - Harlech 7.58–7.67
 - Icetag 7.78–7.79
 - Mars 2.66, 2.84, 2.143, 2.266, 6.6–6.8, 6.25, 6.30, 6.34–6.41, 6.60, 6.100–6.103, 6.108, 6.125
- Wall's Direct, views of—*contd*
- Nestlé 2.67, 2.84, 2.143–2.144, 2.337, 6.156, 6.162, 6.171, 6.188–6.196
 - NFRN 7.275
 - Snowking 7.229–7.232
 - Sunnyside 7.115
 - TBA 7.118–7.119
 - Tolsurge 7.93–7.97
 - Treats 2.64, 6.226, 6.233, 6.241
 - volume 5.81–5.109, 5.110–5.117
 - (*see also* Contractors to...)
- Weather index 2.104, 5.25, 5.87, 5.89, App 5.10
- Weighted penetration 2.173–2.175, 4.109–4.120
- CC, conclusions 2.173–2.175
 - confectionery market 4.113, 4.115
 - rate of sale 4.114–4.116
 - statistics 4.109–4.120
 - views of, BEW 2.173–2.175, 8.7, 8.69, 8.77
- Welcome Break, views 7.350
- West Country Dairy Products, views 7.261
- Whistlestop Food & Wine Ltd, views 7.351
- White, Brian, MP, views 7.358
- Wholesalers
- background 2.14–2.19, 5.10, 5.109–5.117
 - BEW performance 5.34–5.38
 - terms—*see* Terms...
 - (*see also* Independent...)
- Willenmount Soft Ice Cream, views 7.262
- Winstones Ice Cream Limited, views 7.263–7.264
- Woodlands Farmhouse Ice Cream, views 7.265
- Woolworths plc 4.66
- views 7.353
- Wrapped ice cream 2.24, 2.26–2.27, App 3.2
- barriers to entry—*see* Barriers to entry
 - brands—*see* Brands
 - CC, recommendations 1.13–1.14, 2.47, 2.283–2.356
 - choice 1.11, 2.40, 2.43, 2.149, 2.154, 2.171, 2.174–2.177, 2.208, 2.213, 2.234, 2.275–2.278, 4.7, 4.15, 4.114, 7.13–7.14, 7.32, 7.128, 7.186, 7.389, 8.106, App 4.1
 - concentration 4.28–4.29
 - definition 2.5, 4.3–4.7
 - industry background 5.2–5.10
 - international comparisons 4.121–4.126, App 4.11
 - MMC, 1998 report 1.3–1.4, 2.5–2.13, 3.8–3.12, 5.29, App 3.2
 - Plant and machinery sunk costs 4.92–4.93
 - price competition 2.43, 2.150, 2.208, 2.234, 2.258–2.264, 2.275–2.278, 7.13–7.15, 7.31
 - share of supply—*see* Share of supply
 - statistics 2.27, 2.32–2.47, 4.21–4.37, 4.69–4.73, 4.105–4.120, 5.2–5.10, 5.17–5.59, 5.109–5.117, 5.159–5.165, 5.168–5.169, 5.192–5.196, App 4.1, App 4.11
 - views of
 - BEW 4.30, 8.2, 8.7, 8.37
 - Häagen-Dazs 7.200
 - Mars 6.5, 6.31, 6.115
 - Nestlé 6.154–6.155
 - (*see also* Impulse...)
- Wrapped singles 4.7, 4.21–4.24
- multipack comparisons 4.106–4.108
 - outlet type market share 4.36–4.37, App 4.5
 - substitutability 4.24