

The Chipotle Mexican Grill situation in 2015/2016 was definitely troubling for the company, especially since they could not pinpoint the ingredient that actually caused the illnesses (E.coli, norovirus, and salmonella). The foundation of Chipotle's core competencies were stated in their strategy and vision "Food with Integrity", to provide customers with a quality product, and a competitive advantage was achieved by differentiating from competitors. Chipotle was committed to the customer needs and wants by going fresh and organic. They made a point to do their best to consider where their ingredients came from, and how the animals were treated in order to do business with the suppliers. Also, according to the video the owners were interested in the employees and the development of them. Chipotle had a seemingly good strategic plan and performance objectives that were working. Chipotle's business model was strong and successful, but once the unfortunate news of foodborne illnesses in more than one occasion, their company name was tarnished, and their stock price has dropped almost 50%, and same store sales were down 21%. The company has lost some of their core competencies, they no longer have a competitive advantage and they have been unsuccessful in reacting to the unexpected incidents. The weakness of Chipotle is their internal controls and quality control of the suppliers.