Chocolate is one of America’s favorite treats, and companies like Hershey’s, Ghirardelli and Dove, have captured consumers minds, body and emotions with delicious tasting chocolates for more than 100 years. After examining three brands in Dove’s competitive set- Hershey’s, Ghirardelli and Unlever Dove- it became obvious that the Dove Chocolate brand has an unfavorable brand association with Unlever Dove soap and does not resonate as well in consumers’ minds next to competitors within the chocolate industry.

For Dove to compete with Hershey and Ghirardelli, as well as Unlever, the brand must increase awareness by differentiating itself from the variety of chocolate brands, further emphasizing brand personality through “indulgences,” and defining Dove’s brand identity among confused consumers. By devoting branding recourses in these key areas, Dove Chocolate will build recognition, market share, and brand equity, and re-establish itself in the chocolate industry lessening its association with Unlever.

Background
Dove Chocolate is known as a silky, creamier indulgence made of quality ingredients that evokes “me time.” In the 1950s, Greek-American, Chicago candy store owner, Leo Stefanos, developed the Dovebar out of concern for his children’s safety racing after ice cream trucks. The ice cream was hand-dipped in premium chocolate and named after the founder’s candy shop, chosen for its “peaceful” quality. However, it was the owner’s son who grew the Dove brand into success and it soon became part of another family of expert chocolatiers.

M&M/Mars acquired Dove in 1986, and refined its purity and taste before introducing milk and dark chocolate bars in the 1990s (Dove, 2009). Mars is produces brands like M&Ms, Snickers, Twix, Three Musketeers, Milky Way, Skittles and Starburst. As Dove Chocolate creates only chocolate indulgences, careful attention is paid to quality, ensuring a silky, smooth texture and a delicious, lingering taste. All of Dove’s chocolate treats are made to savor, and its unique silky texture is achieved through the combination of fine milling and the right mixture of ingredients, like real cocoa butter (Dove, 2009).

Chocolate market
In 2008, Mars and Hershey were named the top two chocolate competitors. Hershey is synonymous with chocolate in America, but Mars had recently shown dominance in the U.S. market. While Hershey is replacing quality cocoa butter with oil-based substitutes, Mars is delivering 100 percent pure chocolate products to consumers. However, Mars still falls behind Hershey in chocolate market share (Mars takes, 2008). Hershey is undoubtedly the leader in the chocolate market; however, Ghirardelli has established brand equity well beyond Dove, making it the challenger chocolate brand (Mars Inc., 2008).

<table>
<thead>
<tr>
<th>Mars Inc.</th>
<th>The Hershey Co.</th>
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<tr>
<td>Annual sales: $22 billion; 51 percent in Europe</td>
<td>Annual sales: $5 billion; 86 percent in U.S.</td>
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<tr>
<td>U.S. chocolate market share: 30 percent</td>
<td>U.S. chocolate market share: 42.5 percent</td>
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<tr>
<td>Recent moves: Buying gum maker Wm. Wrigley Jr. to become world’s largest candymaker</td>
<td>Recent moves: Trying to revive sales after stumbling two years ago</td>
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Brand positioning and association
Dove is the newest brand to the industry, and has less of a niche in the chocolate market. In sharp contrast, Hershey is the all-American, affordable chocolate and Ghirardelli is the premium, luxury chocolate known for gift giving. Dove’s brand is currently floating between the two as a quality chocolate made with pure cocoa butter and designed for indulgence. Considered the most chocolate brand of Mars, Inc., Dove “offers the opportunity to celebrate ‘me-time’ moments, which become even more valuable for a busy woman in her professional and private life,” suggesting that the product satisfies a females love for chocolate and a need to indulge in one’s self” (Mars, 2009).

Although Unlever Dove is not a direct industry competitor, in the mind of consumers the soap is recalled first and creates unfavorable associations with Dove Chocolate. There exists a struggle among consumers to differentiate Mars Dove from Unlever Dove. Sometimes consumers assume the two brands are related. This is untrue and often disables Mars Dove to resonate over Unlever, especially because the promotional campaigns of the two brands boast creamy and silky textures, and display a script logo with the image of a dove (Dove, 2009).

Recommendation and results
For Dove to compete with Hershey and Ghirardelli, as well as Unlever, the brand must increase awareness by differentiating itself from the vast variety of chocolate brands, further emphasizing brand personality through “indulgences,” and defining Dove’s brand identity among confused consumers. By devoting branding recourses in these key areas, Dove Chocolate will build recognition, market share, and brand equity, and re-establish itself in the chocolate industry lessening its association with Unlever.
Dove Large Bar Flavors pair Dove Chocolate with flavors packaged as three individual foil-wrapped bars weighing 3.53 ounce each. They are advertised for multiple occasions, like everyday indulgence, baking or cooking, and dessert. The suggested retail price is $1.99, and they are distributed in a pre-packaged, 96-count mixed large bar floor-stand displays or a 60-count mix a 5.8 ounce carton (Dove Chocolate, 2009).

Dove Ice Cream Bars come in Dark Chocolate with Chocolate, Dark Chocolate with Vanillia, Milk Chocolate with Almonds and Milk Chocolate with Vanillia. Each ice cream bar is dipped in Dove Chocolate and there are four 12 fl. oz. servings to a box (Dove Chocolate, 2009). Dove Ice Cream is served in pint containers and come with a layer of chocolate ganache on top with an impression of the Dove logo. Flavors include Beyond Vanilla, Caramel Pecan Perfection, Chocolate and Brownie Affair, Chocolate and Cherry Courtship, Give In To Mint, Irresistibly Rasberry, Vanillia with a Chocolate Soul, Toffee and Caramel Moment and Unconditional Chocolate (Dove Chocolate, 2009).

From the line ice cream derived a line of Dove Chocolate products. Dove Singles Bars are 1.3 ounce bars that contain individual Dove Chocolate pieces that can be broken off, and sell for retail at $.60 each and distributed by 12- or 24-count per case. They are advertised as an out and on the go piece of indulgence (Dove Chocolate, 2009).

Dove Promises Chocolates are individually wrapped with special messages inside each wrapper, and known for delivering silky smooth chocolate perfection in every bite. They are packaged in stand-up cartons and lay-down bags as follows ranging in retail price from $1.99 for 3.5 ounce carton to $3.69 for a 9.5 ounce bag (Dove Chocolate, 2009). Dove Promises Desserts are individually wrapped chocolates blend flavors with Silky Smooth Milk Chocolate, and are sold in 12 count cases for $1.99 for a 3.65 ounce stand-up pouch and $2.99 for a 5.8 ounce carton (Dove Chocolate, 2009).

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Consumer attitudes and perceptions

Internal evaluation

Brand attributes Dove Chocolate is characterized as being "silky," and this feature is depicted in promotional materials with the image of a silk curtain often colored chocolate brown to symbolize the Dove moment. A longtime selling point, consumers attribute the silky, smooth texture of the fabric with the taste and feel of Dove Chocolate. Dove is also described as having quality ingredients, an intoxicating scent, a glossy hue and a rich taste (Dove Chocolate, 2009).

Brand imagery Dove's tagline, "My Moment with Dove," was designed to encourage consumers to reconnect with themselves; even if it's just for a moment. Specifically, the brand meets the psychological needs of females who prescribe chocolate to cure symptoms of sadness, anger and stress. Additionally, the Dove name lends a "peaceful" quality that emphasizes quiet time alone between the consumer and their indulgence (Dove Chocolate, 2009).

Brand performance

Primary ingredients, supplementary features- Dove Chocolate is superior in taste and contains a silky smooth texture and complex flavor that lingers on the tongue. It is made with only the best cacao beans, 100 percent cocoa butter, and processed in-house at Mars manufacturing centers, one of few chocolate companies to still make their own chocolate.

Product reliability, durability and serviceability- Dove Chocolate and the process in which it is developed is tested multiple times for quality and flavor by expert technicians at Mars, and it is available in mainstream channels, like supermarkets, grocery stores, convenient stores, retail stores and in-house marketing initiatives.

Service effectiveness, efficiency and empathy- The "My moment. My Dove" campaign portrays the Dove brand and service as a small piece of pleasure in a busy world. Dove’s service- providing quality chocolate- is effective because of the brand’s distinctive combination of chocolate liquor and cocoa butter that develops a balanced taste that is never too bitter or too sweet (Dove Chocolate, 2009).

Style and design- Dove's smooth, silky attributes carry to its brand and product design. Packaging is colored with creams and chocolate brown and the Dove logo appears to be written with drizzling chocolate. The individual product is round, smooth and made of rich, consistent color.

Price- Retail prices range from individual pieces starting at $.60 to Dove Promises Chocolate ending at $3.69 for a 9.5 ounce bag. The affordable price makes Dove appealing to consumers of various incomes (Dove Chocolate, 2009).

Brand personality The Dove Chocolate Brand is more than a chocolate; it's a relationship with lush, sensual, dreamy, sexy, exquisite, peaceful, goodness and rich characteristics.

Brand feelings Dove consumers’ emotional response to the brand is a passionate, emotional connection that inspires almost an exciting affair or a lover’s experience. They relate to the brand and the opportunity to indulge in something so desirable, soothing and sensual.
Brand judgments - Dove consumers most like that the Dove Chocolate brand is a superior chocolate that can be purchased for a reasonable price in mass store, reinforcing the brand for many.

Brand elements
Memorability - Dove is short, concise and easy to remember. Initially, consumers may not fully connect the brand with chocolate; however, upon viewing promotional materials (e.g. flowing silk, calm atmosphere, goodness, desire) consumers link Dove Chocolate attributes to the brand.

Meaningfulness - The dove itself represents peace, tranquility, positive enlightenment, light-heartedness and good-will. The brand conveys similar attributes persuading consumers to relate to these ideas. Additionally, it stems from the original family-owned chocolate store that first developed the DoveBar, allowing the brand to carry a heavier meaning.

Likeability - Dove, as it is written in chocolate, is aesthetically appealing and offers rich imagery, suggesting a quality product.

Transferability - Dove is transferable across geography and cultural bounties as the bird is well-recognized with “peace” and “goodness.” Unfortunately, Dove has established itself to be solely recognizable with chocolate products, so transferring across product categories may be difficult in the future.

Adaptability - The original logo has been altered from Roman font with the image of a dove to script type that appears to be written with drizzled chocolate. Overtime, Dove’s logo has the ability to adapt and update itself along with its products.

Protectability - Dove Chocolate is not easily protected when it comes to the brand name as Unilever produces Dove soap and lotions. Consumers often associate the two, even though they are not connected in any way. The Promises messages should be protected as part of the brand, and in a competitive set, many brands are switching to vegetable oil instead of cocoa butter, unlike Dove. Although this is not a legal protection, it offers Dove an advantage over other chocolatiers.

Brand associations
Context brand is considered in - There exists a struggle among consumers to differentiate Mars Dove Chocolate from Unilever Dove soap. Many are aware of the two, but feel that there is some connection between the brands. This is untrue and often disables Mars Dove to separate itself from Unilever Dove. What makes the differentiation more difficult is the promotion of two products that are creamy and silky in texture, and display a script logo with a dove image (Dove, 2009).

Recallability - Upon first thinking of the Dove brand, most consumers recognize Unilever’s brand before Mars’. However, among chocolate loyal consumers, Dove is easily recalled as a desirable, quality chocolate among competitors. Additionally, the original DoveBar Ice Cream has built recognition for years and offers a more stable foundation for Dove Chocolate to continue to build on.

Uniqueness - The brand is unique in packaging, quality and taste. The individually wrapped Dove Promises are an exclusive selling point for the Dove brand and one that separates it from competitors.

Link to product category - Unilever Dove is a well-known soap, lotion, and deodorant brand that manufacture products outside the chocolate industry. Little research offers statistics on brand recognition and product categories of these two brands.

Consumer evaluation (See Appendix for survey reports)
Brand attributes - Consumers surveyed characterized Dove chocolate as being “smooth, rich, creamy, silky, soft and rich.” They associated it with delicious tasting milk chocolate and caramel, and several attributed the product to the inspirational messages within the individually wrapped pieces. Other characteristics mentioned “smooth chocolate ribbons” and “a velvet taste,” while one could not contribute the brand to any characteristics. An answer that sums up Dove’s attributes is “Dove is smooth, creamy, and is distinctly different than any other chocolate I’ve tried, including Ghirardelli. The consistency and texture are perfect.”

Brand imagery - Dove’s tagline, “My Moment with Dove,” was designed to encourage consumers to reconnect with themselves; even if it’s just for a moment. More than 75 percent of consumers surveyed agreed that Dove creates moments of indulgence. One suggested it was part of a “secret stash” at work reserved for special friends and kept separately from Hershey products that were available to all coworkers, while another admitted to using it to cure stress. Other consumers said Dove “treats yourself,” “fulfills my craving for chocolate,” “tastes good,” and is “something pleasurable.” One consumer stated, “it makes me think of stopping to take time for myself where the stress and trials of the day melt away or disappear.” However, two others said Dove did not meet their needs, because the brand was too associated with Unilever Dove soap. Other brand imagery included connection with the white bird, which meant “clean, peaceful relaxation,” “serenity,” and “basic, pure bird;” however, a few recalled Unilever Dove answering “hair care” and “pink silk.”

Brand performance
Primary ingredients, supplementary features - About 40 percent surveyed agreed that Dove’s quality ingredients (e.g. 100% cocoa butter) differentiate it from other brands, while 50 percent had no opinion and 8 percent disagreed.

Product reliability, durability and serviceability - When surveyed, nearly 60 percent of consumers agreed Dove was superior in taste. One consumer explained it well by saying, “I buy Dove because its amazing chocolate and, the company’s dark chocolate Dove ice cream bars are incredible.”

Style and design - More than 57 percent of consumers’ surveyed agreed that Dove’s product and packaging is pleasing to the eye. Consumers seemed to like the wrapping suggesting the rich colors used in the packaging “triggers my taste buds because I know the chocolate inside has a rich creamy flavor,” while another gets “excited to read the message inside the wrapper. They're always positive, so it's not like reading a fortune cookie and being let down.”

Price - More than 56 percent surveyed said Dove Chocolate was affordable, and 25 percent had no opinion. Many consumers agreed that Dove was rightly priced and one stated, “it’s affordable, but a step above the average.”
**Brand personality** Consumers depicted the Dove brand in similar ways. Common characteristics included: sweet, kind, caring, loving, warm, gentle, sensitive, reliable, forgiving, personable, and passionate. Some described individuals as having a “soothing temperament that makes you happy, content and satisfied,” being “laid back, secure, organized and together,” and appearing “quiet and down to earth.” “Two painted the Dove brand as female characters being “bold, strong and lively, with a sweet and soft side,” and “sophisticated, tall and thin with long dark, silky hair.” Another said “it would be confused appearing “quiet and down to earth” so soothing temperament that makes you happy, content and satisfied,” being “laid back, secure, organized and together,” and caring, loving, warm, gentle, sensitive, reliable, forgiving, personable, and passionate. Some described individuals as having a

**Brand feelings** Thirty-three percent of consumers surveyed agreed the brand inspired passion or emotional connections, while about 42 percent disagreed. Most consumers felt that Dove left a likable connotation consistent with the industry, but others felt no connection with the brand or its marketing campaigns.

**Brand judgments** The majority of consumers where pleased with Dove Chocolate saying it is a smooth, quality chocolate product for a good price. One consumer stated, “Dove chocolate has a richer and more filling taste than Hershey and Ghirardelli. Dove is creamer and just melts so nicely on your tongue.” Another suggested that Dove packaging “exudes a level of excellence which is also associated with affordability,” and other just liked opening the wrappers for messages. One consumer simply stated Dove had a “good basic taste, nothing fancy, at reasonable cost compared to others.”

**Brand elements**

- **Memorability**- More than 40 percent said Dove was unmemorable, 25 percent had no opinion and less than 35 percent said it was memorable.
- **Meaningfulness**- Only eight percent of consumers surveyed agreed that Dove was meaningful, and more than 40 percent disagreed or strongly disagreed. Fifty percent had no opinion.
- **Likeability**- More than 40 percent said Dove was likable.
- **Transferability**- Only 33 percent of consumers surveyed thought Dove was transferable across geography and cultures, and while 33 percent agreed it was transferable across product categories, 25 percent did not.

**Brand associations**

**Context brand is considered in**- When surveyed, consumers 12 to 1 said Unilever Dove came to mind first over Mars Dove Chocolate. One stated, “I can’t really get past the fact Dove chocolate is not soap to be honest,” while another said, “I have the Dove too associated with the soap. When I see the commercials or ads for Dove chocolate, I can’t get the soap out of my mind, so then I get confused wondering to myself why I would want to eat soapy chocolate and then I dismiss the entire idea of wanting this chocolate.” There is an obvious unfavorable brand association between the two. One was even misinformed saying,”there is no unfavorable brand association. i think that they should combine their marketing efforts and work together.”

- **Recallability**- Many consumers had difficulty recalling Mars Dove Chocolate. One said, “I have no brand recognition and recall for Dove Chocolate. I am however, a big fan of Mars and Ghirardelli!” Another suggested that “Dove, along with the concepts of mildness and peacefulness, have been too strongly branded to the soap.”
- **Uniqueness**- When surveyed, many consumers strongly attributed the same characteristics between Unilever and Mars, including silky, creamy, smooth texture, rich, quality, favorable scent, appealing hue, and lingering effect. One consumer suggested the ‘actual ‘dove’ could be changed in reference to the chocolate because when I think of the dove itself, I immediately relate it to the soap.”

- **Link to product category**- In suggesting favorable efforts, one consumers stated, “Mars Dove Chocolate could have a chocolate dove on their brand labels, so consumers would remember a chocolate dove and the rich, creamy favor they have than a white dove for soap. Generally, people enjoy the taste of favor before the feeling or smell of soap, so if had a symbol or figure to represent Dove it would be a more catchy product.”

**Marketing Support Programs**

**Internal evaluation of strengths and weaknesses**

**My Dove Chocolate** My Dove Chocolate lets consumers to personalize their chocolates by adding a unique message inside Dove Promises wrappers. Marketing promotes great gifts, party treats or wedding favors (My Dove Chocolate, 2009).

**Susan G. Komen** Dove Chocolate is using Promises in a promotion with messages written by breast cancer survivors in support for the Susan G. Komen cancer research organization. This is great corporate social responsibility and it generates its own advertising. Breast cancer survivors are invited to submit words of encouragement to be printed inside the chocolate wrappers, along with the writer’s first name and home town and state. Mars, Inc., will donate 10 percent to the Komen fund, and Mars Snackfood US has guaranteed a $1 million contribution to aid in research and education programs (Troscial, 2008).

**Dove Chocolate Discoveries** Hosting a Chocolate Party is easy with Dove Chocolate Discoveries, an inventive marketing strategy that puts consumers in the kitchen and living rooms of other customers as certified Dove Chocoatiers, who earn commission on retail and party sales (Dove Chocolate Discoveries, 2009).

**Dove and Wine Pairings** Dove and Wine Pairings encourage consumers to sample Dove Chocolate pieces with a glass of wine. For pairing advice, consumers are directed to the Dove Web site or shop for E. & J. Gallo Winery products. The campaign offers a discount when pairing Dove Chocolate with Gallo wines, and details vary depending on store location. Gallo is leveraging existing displays and shippers in retailers to add point-of-sale pieces, like carton riders and bottle-necker pamphlets, which contain a useful pairing guide.
Indulgent Recipes. Indulgent Recipes offers consumer various ways to use Dove Chocolate in tasty treats, suggesting the brand can be added to favorite confections like desserts, cakes and drinks (Dove Chocolate, 2009).

Consumer evaluation of strengths and weaknesses
My Moment. My Dove. The “My Moment. My Dove.” campaign is well-liked by consumers, saying it is an “excellent match, as it conveys the upscale nature of the brand,” and the “brand tagline is inventive. It capitalizes on the value of the brand - indulgence, and a kind of sinful private moment to succumb to the weakness for chocolate.”

Packaging. Consumers are excited about Dove Chocolate packaging and look for the Dove Promise wrappers, saying they exude “a level of excellence which is also associated with affordability.” They also like the rich, dark colors used in the design, which conveys the idea of a more upscale chocolate product; however, many stated that seeing a chocolate dove or the impression of the dove that exists on the chocolate already may promote more brand awareness and less association with Unilever, which advertises a white dove.

Dove purchasing reasons. Most consumers purchasing Dove Chocolate are doing so for the “me moment” affect promoted by the brand. They don’t mind paying a little extra for a smoother, creamier product, and they like the “indulgence” factor it provides, as well as the chocolate cravings it satisfies. Many consumers see the product as commodity saying, “I would buy Dove to keep with me and not eat all right away,” while others would share it, but only with loved ones, saying, “I would share them with individuals that I care about.” Additionally, consumers are purchasing Dove as gifts for special occasions, like Valentine’s Day or Easter, because the brand name “carries a certain prestige, however it is still affordable.”

Competitive Environment
Internal perspective of competitive set
Hershey’s Chocolate. Hershey’s is known as affordable, traditional, and an American legacy. In 1893, it took Milton Hershey 3 years to build his own milk-processing plant and become the first American to develop a formula for manufacturing milk chocolate known for its affordable, good taste, and ability to remain fresh for a long time. Through technology, modernization, strategic acquisitions and continued new product development, the Hershey Company has grown dramatically. Today, it is a leading snack food company and the largest North American manufacturer of chocolate and non-chocolate confectionery products, as well as chocolate-related grocery products. Outside of the United States and Canada, the company exports its products to over 90 countries worldwide (Hershey’s, 2009).

With revenues reaching $5 billion and nearly 13,000 employees, Hershey markets iconic brands, like Hershey's, Kit Kat, Hershey's Kisses, Reese's, Twizzlers, and Ice Breakers. Hershey’s has also become a leader in the dark and premium chocolate segment, with products like Hershey's Bliss, Hershey’s Special Dark, Hershey’s Extra Dark and Cacao Reserve by Hershey’s. In addition, Hershey’s partnership with Starbucks offers a premium chocolate experience that combines the highest-quality chocolate with Starbucks coffee-house flavors, for a range of delicious and distinct chocolate products (Hershey’s, 2009).

Ghirardelli Chocolate. Ghirardelli is known as a premium, luxury chocolate sole in specialty shops that makes great gifts. Incorporated in 1852, the Ghirardelli Chocolate Company is a manufacturer and marketer of premium chocolate products, and has the richest heritage of any American chocolate company. For more than 150 years, the brand's established position as America's premium chocolate company delivers their signature intense, smooth-melting chocolate taste made from the highest quality beans, a proprietary blend of cocoa beans, in-house roasting and a signature flavor profile wrapped up with gift-giving appeal (Ghirardelli, 2009).

Ghirardelli claims to be one of few American companies that control their entire chocolate manufacturing process, from cocoa bean to finished product, and their proprietary bean blend and unique methods of roasting, ensures the highest quality and richest products, like its signature Squares chocolate, chocolate bars, other chocolate confections, baking chocolate and chocolate beverages. Products are available at grocery stores, drug stores, mass-merchandise stores, specialty stores, department stores, and Ghirardelli shops, and Ghirardelli sells industrial products for the confectionery, bakery, dairy, and food service industries (Ghirardelli, 2009).

Consumer attitudes and perceptions of competitive set
Unilever Dove. Although Unilever Dove is not a direct industry competitor, in the mind of consumers the soap is recalled first and creates unfavorable associations with Dove Chocolate. Consumers surveyed suggested the company come out with creative campaigns that let consumers know the two are unrelated by playfully illustrating the contrasts between the brands, perhaps even poking fun at getting the brands mixed up. Another suggested inserting “chocolate” after each brand reference.

Hershey. Consumers surveyed don’t particularly like Hershey, saying it has a “hard texture” and they would have to be “really desperate to get a Hershey bar of chocolate.” Many who do purchase the product, buy it for a “quick fix,” or as a “cheap chocolate craving.” One consumer said, “I don’t know if I would ever buy Hershey for another person;” however, the brand is well-known for their Hershey Kisses, especially at holidays, and as being a key ingredient in the smore.

Ghirardelli. Most consumers surveyed purchase Ghirardelli chocolates as a “present for a friend or a loved one, as the packaging does make it ideal for gift-giving.” The brand has a reputation of being expensive, and many believe it shows its worth on special occasions, like anniversaries, holidays and fancy events. One consumer uses Ghirardelli for baking needs.
Recommendations

For Dove to compete with Hershey and Ghirardelli, as well as Unilever, the brand must increase awareness by differentiating itself from the vast variety of chocolate brands, further emphasizing brand personality through “indulgences,” and defining Dove’s brand identity among confused consumers. By devoting branding resources in these key areas, Dove Chocolate will build recognition, market share, and brand equity, and re-establish itself in the chocolate industry lessening its association with Unilever.

Re-establish position in chocolate category
Dove is a competitor in the chocolate industry, but not well-known enough to be immediately recalled among other brands. If fact, it is most often recognized with the soap product instead. However, concentrating branding efforts in an integrated marketing communications campaign that introduces a new and improved brand personality and identifying the brand as an exclusive, secret indulgence will differentiate Dove from competitors. To do so, consider the following recommendations.

Introduce brand personality
Give Dove a bigger, better and bolder personality, and play off of its quality, sex appeal and inspirational messages that are currently known by consumers. Much like the way other inanimate objects have taken on a persona, Dove has too, it just needs a voice. The product already offers inspirational messages and consumers would recall Dove and their wrappers faster if they could hear them.

The following is a brand personality recommendation: Female tone would appeal to both men and women. Not sensual, but soft, and not quiet but strong. She’s strong-willed, but often gives into temptation, much like her consumers. She’s sassy, seductive, intelligent and fun. She recites her messages on unsuspecting consumers as soon as they peel back the foil wrapper, and takes delight in rewarding them with a premium indulgence. She also inspires them throughout the day and will for the rest of their lives if consumers build loyalty. She tends to have a bit of an attitude, but it’s cute. Women want to be her and men want to be with her. She’s a love affair, maybe not literally but figuratively. She would encourage consumers to keep her to themselves, emphasizing the exclusivity of the product. She’s quality and she knows it so she isn’t afraid to share it. She’s bold in a way that catches consumers off guard and sometimes says the unexpected, or replies to a comment or question a consumer has just made about her message. She would never be heard while being consumed and no sexual references would be made to keep it fun and clean.

Define brand identity
Many promotional campaigns have made Dove Chocolate a “me time” brand already, but consider emphasizing it as being exclusive or part of a secret stash, as one consumer said they do. Dove quality is unsurpassed for the price that it is sold. It’s a hot commodity, but only for those consumers lucky enough to have it. Playing off its exclusivity makes it even more desirable and sought after. Chocolate is a treat that many share with friends, family and co-workers, but not Dove; consumers keep it to themselves hidden away from those suspected of stealing the product if they found out it was stashed out of sight. Perhaps playing off the “love affair” attribute or a secret temptation would enhance its slyness. Although the Dove product itself is easily found in various retail outlets, in consumers’ minds it’s exclusive, hard to keep a hold of, elite, private, special, and personal.

Differentiate from competitors

Hershey and Ghirardelli
Neither Hershey or Ghirardelli have spokes-characters, so Dove Chocolate would be sure to differentiate it’s product from others in the chocolate industry. Mar’s has already been successful in creating and maintaining several chocolate spokes-characters, such as M&M’s Red and Yellow. Dove’s brand positioning places it at the most desirable spot, as Ghirardelli is often only bought as a gift and Hershey is purchased as a cheap fix. Dove is affordable like Hershey, but has a quality taste like Ghirardelli. The brand is not quite as sophisticated as other premium brands, but certainly more desirable than cheap chocolate substitutes. Emphasizing exclusivity would contribute to the brands value which could be accentuated by its new persona.

Unilever
The attributes that Dove Chocolate has in common with Unilever are the only things it markets. A bolder persona and the exclusivity of the brand identity would vastly set it apart from the soap category. Specifically, promoting its Dove Promises through audio, which have previously been hidden from advertisements, would allow consumers to see and “hear” the product offering together and be less likely to think “suds.” It would be best to remove any common brand characteristics from Dove Chocolate’s promotional pieces (e.g. silk, white dove) and instead introduce more emotions and the sense of satisfaction in taste, not physical features (e.g. creamy) that are easily confused.

Increase awareness
Print media is a thing of the past; but utilizing the Web in conjunction with traditional outlets, like television and radio, would be the most appropriate way to reach consumers with an audio intensive IMC campaign, especially to portray Dove’s new persona and voice. Social networking opportunities on Facebook, Twitter, YouTube, and Flickr can convey Dove’s new brand persona that would engage user-generated content and interaction through discussions, virtual Dove Promises, or swap gifts. Advergaming through interactive games to illustrate a chocolate hunt, secret trivia/challenges and exclusive sweepstakes. Mobile marketing is an outlet to send and receive inspirational Dove Promises messages that would reinforce the brand’s identity, persona and have applications in electronic gift giving among friends.
Appendix: Survey Reports

Q.1 Dove’s tagline, “My Moment. My Dove,” was designed to encourage consumers to reconnect with themselves; even if it’s just for a moment. In regards to brand performance, personality and feelings, how do you perceive Dove Chocolate in light of its marketing strategies?

Responses:
- I don’t really connect dove much with its marketing campaigns. In fact I can vaguely remember them. I buy Dove because it's amazing chocolate and, in case you haven’t yet tried them, the company's dark chocolate Dove ice cream bars are incredible. So smooth, so rich, so creamy. Yum!
- Its an indulgence, I think the “My Moment” campaign is an excellent match, as it conveys the upscale nature of the brand. There is a guy in my office who keeps a huge jar of chocolate on his desk, he keeps all the standards, Kit Kat, M&Ms, Snickers. He is also keeps a 'secret stash' of Dove chocolates in his desk. Only a few people know about his secret stash, when I especially stressed, I go for the Dove.
- I can’t really get past the fact Dove chocolate is not soap to be honest. Also, I cannot comment on brand performance since I have never tasted Dove Chocolate. I do agree though that it has a silky, smooth and delicate brand connotation consistent with the rest of the chocolate industry.
- The "My Dove, My moment" brand tagline is inventive. It capitalizes on the value of the brand - indulgence, and a kind of sinful private moment to succumb to the weakness for chocolate. In this age of diet conscious folks everywhere, Dove's tagline urges them to take a moment to indulge once again. This will resonate well with all chocolate-lovers.

Q.2 What attributes are unique to Dove Chocolate that would make you consider purchasing the Mars brand over Hershey or Ghirardelli?

Responses:
- Dove is smooth, creamy, and is distinctly different than any other chocolate I’ve tried, including Ghirardelli. The consistency and texture are perfect.
- Smooth chocolate. Hershey is kind of an everyday treat and Ghirardelli are sometimes too rich in flavor. I think Dove is a nice upscale treat that's nice and smooth.
- None. I have no brand recognition and recall for Dove Chocolate. I am however, a big fan of Mars and Ghirardelli!
- Honestly, I'm not a fan of Hershey. I don't enjoy the hard texture of the chocolate, and would have to be really desperate to get a Hershey bar of chocolate.
- Dove chocolate is extremely creamy and smooth, and it can increase its competitive advantage by diversifying its flavors.

Q.3 Dove is somewhat positioned between luxury, gift-giving Ghirardelli and affordable, “for me” Hershey. For what reason, occasion, or person (including yourself) would you purchase each of the three chocolates and why?

Responses:
- I would purchase Dove and Ghirardelli for friendly gift-giving and festivities. If I had a nice date and wanted to impress, I would likely go with something more upscale like Godiva.
- Ghirardelli - I would only buy if I had to give away a lot of candy to several individuals. Hershey - I would buy for a quick sugar boost or a nostalgic treat. Dove - I would buy Dove to keep with me and not eat all right away, I would share them with individuals that I care about.
- Ghirardelli as a gift, Hershey kisses for Valentine’s Day, M&Ms as a chocolate snack.
- Dove chocolate's definitely for me! As mentioned above, I don't mind paying a little extra for the creamy smooth chocolate. Moreover, Dove chocolate's campaign markets it as an indulgence - and should remain as such slightly pricier than the Hershey. I would purchase Ghirardelli chocolates as a present for a friend or a loved one, as the packaging does make it ideal for gift-giving.

Q.4 How could Mars Dove Chocolate differentiate its brand from Unilever Dove, and minimize unfavorable brand association?

Responses:
- Usually Unilever Dove brands most of their products in white. Mars Dove usually displays their brand in dark rich colors. They should continue to display their branding elements in rich colors. The brand can also continue its move to more upscale chocolate products. In my mind Mars Dove has really done a good job at being an upscale candy.
- The company could come out with some creative campaigns that playfully illustrate the contrasts between the two brands. Maybe they could even poke fun at the possibility of getting the brands mixed up.
- This is a tough one! I was actually at the supermarket the other day and thought wow, that’s a bad brand extension! For the life of me I couldn’t figure out why Dove, the soap maker, would ever extend their brand to food…little did I know the brands are completely unrelated! In my opinion, the only way to differentiate Dove chocolate from Unilever's Dove soap brand would be to insert the word Chocolate after each brand reference. Honestly, I think the only way would really be to raise awareness and perhaps start a campaign letting consumers know Dove Chocolate is unrelated to Dove soap! I used to work for a major international company called “Tyco International” and everyone thought I worked for a toy manufacturer. We put out print ads with a toddler playing with “toys” which were actually the products we made.
- I'm not sure as to what Dove Chocolate could do (apart from changing the name) to avoid the unfavorable brand association. I love Dove chocolate, but I was a little put off my the chocolate sharing the name with the shampoo in the beginning. I think once the consumer has enough brand awareness and has tried the product, they will stop associating the two together.
**Report:** Dove Brand Survey, PollDaddy.com

### Q.1 When you think of the Dove Brand, what comes to mind first?

<table>
<thead>
<tr>
<th>Brand</th>
<th>First Thought</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unilever Dove</td>
<td>12 (92.3%)</td>
</tr>
<tr>
<td>Soap</td>
<td></td>
</tr>
<tr>
<td>Mars Dove</td>
<td>1 (7.7%)</td>
</tr>
<tr>
<td>Chocolate</td>
<td></td>
</tr>
</tbody>
</table>

### Q.2 What descriptive features characterize Dove Chocolate?

**Responses:** rich, creamy and delicious; smooth chocolate ribbons; smooth, delicious!; smooth, creamy; smooth, rich, creamy; Silky smooth velvet taste; the little messages inside the wrapper; Soft & rich; Milk Chocolate, Caramel, Gold Wrapping; Nothing comes to mind

### Q.3 Select the attributes that resonate with both Dove Chocolate and Dove Soap.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Resonance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Silky feel</td>
<td>8 (17.8%)</td>
</tr>
<tr>
<td>Creamy feel</td>
<td>8 (17.8%)</td>
</tr>
<tr>
<td>Smooth texture</td>
<td>8 (17.8%)</td>
</tr>
<tr>
<td>Rich quality</td>
<td>6 (13.3%)</td>
</tr>
<tr>
<td>Favorable scent</td>
<td>6 (13.3%)</td>
</tr>
<tr>
<td>Appealing hue</td>
<td>5 (11.1%)</td>
</tr>
<tr>
<td>Lingering effect</td>
<td>4 (8.9%)</td>
</tr>
</tbody>
</table>

### Q.4 What imagery does the "Dove" name bring to mind (e.g. peaceful bird)?

**Response:** White bird; white bird; hair care; serenity; clean, peaceful relaxation; white bird; white calm bird; Smooth tasting chocolate and peaceful bird; white, silky, smooth; A bird.; pink silk; basic, pure bird.

### Q.5 How could Mars Dove Chocolate differentiate its brand from Unilever Dove Soap, and minimize unfavorable brand association?

**Responses:**
- Mars Dove Chocolate could have a chocolate dove on their brand labels, so consumers would remember a chocolate dove and the rich, creamy favor they have than a white dove for soap. Generally, people enjoy the taste of favor before the feeling or smell of soap, so if had a symbol or figure to represent Dove it would be a more catchy product.
- More advertising
- there is no unfavorable brand association. I think that they should combine their marketing efforts and work together.
- the actual "dove" could be changed in reference to the chocolate because when I think of the dove itself, I immediately relate it to the soap.
- Dove chocolate must do something to associate themselves with chocolate. A logo or a slogan, something that can be associated with the brand and chocolate.
- They could give the chocolate a different name. Everyone already associates dove with soap products
- I think the Dove, along with the concepts of mildness and peacefulness, have been too strongly branded to the soap. The Dove in Mars Dove Chocolate should become a different projection - but I'm not sure of what.
- I don't compare them. I've actually never even associated them before.
- Promote a new dark-colored animal, that people can associate with chocolate, versus a white dove.

### Q.5 Dove’s tagline, “My Moment. My Dove,” was designed to encourage consumers to reconnect with themselves; even if it’s just for a moment. How does Dove Chocolate meet your psychological or social needs?

**Responses:**
- The rich, smooth colors used on Dove’s chocolate wrapping triggers my taste buds because I know the chocolate inside has a rich creamy favor.
- take a moment and enjoy - treat yourself
- It makes me think of stopping to take time for myself where the stress and trials of the day melt away or disappear.
- Unsure.
- It fulfills my craving for chocolate and I do get excited to read the message inside the wrapper. They’re always positive, so it’s not like reading a fortune cookie and being let down.
- It doesn’t. In my mind, I have the Dove too associated with the soap. When I see the commercials or ads for Dove chocolate, I can’t get the soap out of my mind, so then I get confused wondering to myself why I would want to eat soapy chocolate and then I dismiss the entire idea of wanting this chocolate.
- It tastes good
- Provides means for one to take a moment to “treat” themselves with something pleasurable
Q.7 Rate Dove Chocolate's performance.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>No opinion</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dove is superior in taste.</strong></td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>5 (41.7%)</td>
<td>2 (16.7%)</td>
</tr>
<tr>
<td><strong>Dove's quality ingredients (e.g. 100% cocoa butter) differentiate it from other brands.</strong></td>
<td>0 (0%)</td>
<td>1 (8.3%)</td>
<td>6 (50%)</td>
<td>3 (25%)</td>
</tr>
<tr>
<td><strong>Dove creates moments of indulgence.</strong></td>
<td>0 (0%)</td>
<td>1 (8.3%)</td>
<td>2 (16.7%)</td>
<td>7 (58.3%)</td>
</tr>
<tr>
<td><strong>Dove is meaningful.</strong></td>
<td>1 (8.3%)</td>
<td>4 (33.3%)</td>
<td>6 (50%)</td>
<td>1 (8.3%)</td>
</tr>
<tr>
<td><strong>Dove's product and packaging is pleasing to eye.</strong></td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>5 (41.7%)</td>
<td>4 (33.3%)</td>
</tr>
<tr>
<td><strong>Dove is affordable.</strong></td>
<td>0 (0%)</td>
<td>1 (8.3%)</td>
<td>3 (25%)</td>
<td>6 (50%)</td>
</tr>
<tr>
<td><strong>Dove is likable.</strong></td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>3 (25%)</td>
<td>4 (33.3%)</td>
</tr>
<tr>
<td><strong>Dove inspires passion or emotional connections.</strong></td>
<td>2 (16.7%)</td>
<td>2 (16.7%)</td>
<td>4 (33.3%)</td>
<td>3 (25%)</td>
</tr>
<tr>
<td><strong>Dove is memorable.</strong></td>
<td>2 (16.7%)</td>
<td>3 (25%)</td>
<td>3 (25%)</td>
<td>3 (25%)</td>
</tr>
<tr>
<td><strong>Dove is transferable across geography and cultures.</strong></td>
<td>1 (8.3%)</td>
<td>2 (16.7%)</td>
<td>5 (41.7%)</td>
<td>4 (33.3%)</td>
</tr>
<tr>
<td><strong>Dove is transferable across product categories.</strong></td>
<td>2 (16.7%)</td>
<td>1 (8.3%)</td>
<td>4 (33.3%)</td>
<td>4 (33.3%)</td>
</tr>
</tbody>
</table>

Q.8 If Dove Chocolate was a human, what characteristics would it have?

**Responses:**
- Sweet, caring, sensitive, and reliable.
- Laid back, secure, organized and together.
- Soothing temperament, makes you happy and content, satisfying.
- Kind, gentle, caring, forgiving.
- Personable, kind, passionate, loving, caring, warm.
- It would be a sophisticated female, with long dark, silky hair. Tall and thin.
- She would be bold and strong, with a sweet and soft side.
- It would be confused.
- Quiet, down to earth.

Q.9 Dove is somewhat positioned between luxury, gift-giving Ghirardelli and affordable, “for me” Hershey. For what reason, occasion, or person (including yourself) would you purchase each of the three chocolates?

**Responses:**
- Dove for a special occasion such as Valentine's Day or Easter for a family member or girlfriend/boyfriend. Ghirardelli for fancy/special occasion such as Christmas or Valentine's Day and for girlfriend/boyfriend. Hershey for occasion when stressing out or girl's time of the month. You can always count on Hershey's to cure your pain away.
- Ghirardelli Christmas gift Dove Special occasion or want great smooth chocolate Hershey cheap chocolate craving
- Ghiradelli i would buy for other people. Dove i would only buy for myself, or for others as a small gift with other gifts. I don't know if i would ever buy hershey for another person.
- GHIRADELLI- for baking special treats, dove- for a chocolate craving, hershey- for
- I would purchase Ghirardelli as a gift for someone because it has a reputation of being expensive and shows the person you are getting it for that you care so many dollars worth. I would purchase dove as a gift or possibly for my self because the name carries a certain prestige, however it is still affordable. I would purchase hersheys for myself as a quick fix.
- Valentine's day because its not cheap and could look impressive.
- I prefer Ghirardelli or Lindt chocolate, just because I personally can taste a difference and believe it is a much better quality of chocolate. I don't mind paying double compared to a Hershey's bar. If I were giving a gift, I would buy the better quality products. It's makes the gift more special.
- Ghirardelli for an actual gift. Like for a birthday or Valentines day. Dove, for myself anytime. Hershey, for kids anytime. And smores of course.
- Ghirardelli - if want to give as gift to impress person, let's them know theyre special. Hershey - treat myself to quick pleasure. Dove - special ocassion, like Xmas stocking stuffer, to family or friends

Q.10 What attributes are unique to Dove Chocolate that would make you consider purchasing the Mars brand over Hershey or Ghirardelli?

**Responses:**
- Dove chocolate has a richer and more filling taste than Hershey and Ghirardelli. Dove is creamer and just melts so nicely on your tongue.
- Very smooth and delicious chocolate
- Better taste and texture. Good price.
- The creaminess and the richness of the chocolate and the sayings on the wrappers
- I think the packaging of dove chocolate exudes a level of excellence which is also associated with affordability. I feel this way not only due to the packaging but also due to the advertisements on television and in magazines.
- The richness and overall quality of the chocolate.
- It's affordable, but a step above the average. And again, I enjoy unwrapping the messages.
- Creamy Caramel filling.
- Having a good basic taste, nothing fancy, at reasonable cost compared to others
References