**MANAGEMENT**

This is a case study based test assignment.

Total word count is 800 (Part 1: 300 and Part 2: 500)

Case

The Making of Godiva Gems: From Luxury & Expensiveto Fast Casual *Amendment of extract from Godiva Gems and Communispace for B2CListening, Communispace, 2010. Source.Grewal & Levy, August 2011*

United States:

Faced with the recent severe economic downturn, the luxury chocolatier Godiva set out to determine how its customers in the United States were changing too. Godiva‘s premium products generally had been purchased and gifted only on special occasions. But in a members-only online community, called Chocolate Talk, Godiva asked customers for their insights, in the hope of discovering where and when they buy chocolate—Godiva or any other brand.

The results? People buy Godiva for special occasions for others whom they care about

Or want to impress, especially during the holiday season and for their birthdays. But true chocolate connoisseurs still expressed their preference for premium chocolate, as opposed to lower end brands. Because Godiva sells in mall boutiques, purchasing the chocolates requires a special tripto the mall—acceptable for a special occasion but not for an impulse treat. Therefore, when chocolate lovers wanted to buy a treat for themselves, they bought premium chocolate from the grocery or drugs to where they shopped regularly.

Buying chocolate for themselves and eating it all prompted feelings of guilt in a lot of these community members. Thus Godiva realized that people enjoyed sharing chocolate with co-workers. In this setting, the individually wrapped offerings, such as Lindor Truffles and Ghirardelli Squares, were very appealing.

The company put all the sein sights together to arrive at a new product concept: premium chocolate, available in regular retail channels such as grocery stores, presented as individually wrapped treats. In so doing, Godivaal so was encouraging a new consumer behavior for its customers: casual purchases of luxury Godiva chocolates.

The new Godiva Gems, stand up bags of individually wrapped truffles, are available at drugs to res and grocery stores. The extensive, technology-enabled market research that Godiva undertook in developing this product led to its widespread and great appeal. Godiva Gems may still sound luxurious, but they are not just for special occasions, nor just for others. They encourage treats for oneself, on a more frequent basis.

**Tasks:**

**Your task for the Singapore market:**

In consideration of the above information, you are required to make recommendations for the following key components of a marketing plan for Godiva Gems.

Part1: Segmentation-Targeting-Positioning strategies

Part2: Marketing Mix Strategies

Write your name clearly on the cover page.

Your assignment should be type-written.

Spacing 1.5 or double, with font size 11 Arial or size 12 Times New Roman and

Justified left.

Pages should be numbered.

A reference list with at least 5 references should accompany your paper.

The penalty for plagiarism shall be a zero grade.