



SUSTAINING AN ETHNIC SOFT DRINK – PAPER BOAT: BRAND POSITIONING AND CONSUMER BEHAVIOR

S. RAMESH KUMAR AND MITHUN SIVAGURUNATHAN

S. Ramesh Kumar, Professor of Marketing, and Mithun Sivagurunathan, Consultant, Simon-Kucher and Partners, Singapore, prepared this case for class discussion. This case is not intended to serve as an endorsement, source of primary data, or to show effective or inefficient handling of decision or business processes.

Copyright © 2017 by the Indian Institute of Management Bangalore. No part of the publication may be reproduced or transmitted in any form or by any means – electronic, mechanical, photocopying, recording, or otherwise (including internet) – without the permission of Indian Institute of Management Bangalore.



Parvesh Debuka wondered about the success of the brand Paper Boat soft drink launched by the company with him being the Head of Marketing. The unique positioning of the brand with nostalgia and ethnic taste seemed to have worked for a category full of soft drinks and fruit juices. Given the dynamic context where consumers preferred fruit-based drinks over carbonated beverages, Parvesh was wondering how the brand could take on fruit juice brands that were well-established. Instead of studying the consumer reaction to the positioning of other brands purely from the viewpoint of positioning, Parvesh also wanted to use consumer behavior aspects that had supported the positioning of Paper Boat. He opined that this basic stage was essential before he examined the strategy of Paper Boat to draw up a road map for the brand. The case deals with experiential and self-brand aspects besides other factors that are instrumental in the effective positioning of any soft drink brand.

Parvesh had to deal with unexpected findings from his analysis.

Parvesh Debuka, Head Marketing of Paper Boat, was a happy man. His brand had established itself as a niche ethnic drink and was an advertising and branding success. However, the industry was getting extremely competitive, owing to the opportunity presented by the growing number of health-conscious consumers and the increasing preference for “all natural” products.¹

Among competing brands, Réal Fruit Power and Tropicana were in the same space as Paper Boat.² Réal Fruit Power, the flagship brand from Dabur India Ltd., was the pioneer of the packaged fruit juice market in India.³ Its communication focused on nutritional values. Dabur, over the course of 2011 and 2012, launched Réal Activ Fiber+, with the tagline “Get back into your purani jeans (Get back into your old jeans)”.⁴ On the other hand, Tropicana, a multinational company from the stable of PepsiCo, was available in two categories: 100% Juices (Tropicana 100%) and Juice Beverages (Tropicana).⁵

In this context, Parvesh could not help but think about what Paper Boat should do next. How should Paper Boat be perceived by its consumers? Did the benefits that Paper Boat offered matter to its customers? Was the brand really successful? Parvesh wanted to understand the impact of brand positioning through the lens of consumer behavior. He decided to consider the various factors associated with consumer behavior through a market survey set among the target group in the Indian context.

SOFT DRINKS INDUSTRY

The overall soft drinks industry, not considering packaged water, could be categorized into carbonated beverages, which comprises aerated colas and non-carbonated beverages. The various segments, in the non-carbonated category, were as follows.⁶

¹ Juice in India, *Euromonitor International*, April 2017

² Interview with Parvesh Debuka, Head Marketing – Paper Boat, October 24, 2016

³ A Real Outdoor Campaign By Dabur, Best Media Info, <http://www.bestmediainfo.com/2010/12/a-real-outdoor-campaign-by-dabur/>, accessed April 17, 2017

⁴ Dabur India Ltd. in Soft Drinks (India), *Euromonitor International*, March 2016

⁵ PepsiCo India’s Tropicana, <http://www.pepsicoindia.co.in/brands/tropicana.html>, accessed on April 12, 2017

⁶ Non-Alcoholic Beverages, Crisil Research, accessed on November 1, 2016



1. **Fruit-based beverages:** Valued at INR 110-115 billion (INR 64 equivalent to 1 US \$), this segment offered drinks reconstituted from fruit pulps (ranging from 20-80%) or concentrates. Major brands in the segment were Dabur's Réal Fruit Power, PepsiCo Tropicana, Slice and Nimbooz, Coca-Cola's Maaza and Minute Maid, and Parle Agro's Frooti and Appy. Based on fruit juice content, the segment was classified further as: Still Drinks (<20% juice content), Nectars (>20% juice content), and Juices (~100% juice content).
2. **Health-based Drinks:** Horlicks (GSK), Bournvita (Cadbury India), Complian (Heinz India), Boost (GSK), and Maltova (GSK) dominated the segment. The players, to widen their reach among consumers' categories, had launched sub-brands based on age groups, gender, etc.
3. **Concentrates, Powdered Beverages, Pulps, and Squashes:** Apart from Rasna (Pioma Industries) and Tang (Cadbury India), the other brands in this segment (accounting for 2-3% of the non-carbonated beverages industry) were predominantly rural-based.
4. **Energy Drinks:** Red Bull, Pepsico Gatorade, Heinz India's Glucon-D, and Dabur's Glucose were the prominent brands.
5. **Other Functional Drinks:** Ready-to-drink tea and coffee were the popular sub-segments of the segment.
6. **Ethnic Drinks:** Paper Boat had single-handedly established the new category of ethnic-flavored drinks. Despite the emergence of copy-cat brand, Dabur Hajmola's Yoodley, with different positioning, the major competition for Paper Boat was from the unorganized market and fruit-based beverages.

PAPER BOAT: COMPANY PROFILE

March 2012, Neeraj Kakkar (CEO, Hector Beverages) and his co-founders, Neeraj Biyani (Coke colleague of Kakkar and first partner), James Nuttall (Wharton fellow MBA student) had worked in flexible packaging, and Suhas Misra (the fourth and final partner – again a Coke employee, known for his prowess in Sales), wanted to launch a soft drink.

They had hit the right category in functional drinks (beverages — energy, vitamin or health — that do more for your body than simply quench your thirst or provide taste) as worldwide, carbonated beverages had not been growing as significantly as those in the functional space. They just needed to have the right product.

Paper Boat, as an idea, clicked from the common practice of the quartet to reach out for the aam panna that Mishra brought in a steel flask. They used to enjoy the drink every day, and no such product was available in the market.⁷ Within a year, they began test-marketing the product and have not looked back since. When Paper Boat was launched, Tzinga had been around (Tzinga was an energy drink launched by Hector Beverages) for 6 years in the market. However, in the next 6-8 months, Paper Boat outgrew the energy drink.⁸

⁷ Paper Boat bases future on India's drinks nostalgia, *Financial Times*, <https://www.ft.com/content/9910d832-bdca-11e4-9d09-00144feab7de>, accessed February 16, 2017

⁸ Paper Boat sails ahead on Indian drinks, *Livemint*, <http://www.livemint.com/Companies/FYypavmzDOI9kkmiG3TxO/Paper-Boat-sails-ahead-on-Indian-drinks.html>, accessed March 5, 2017

Sustaining an Ethnic Soft Drink – Paper Boat: Brand Positioning and Consumer Behavior



Hector Beverages, owing to the success of Paper Boat, had been consistently growing in three-digit percentages and was valued at over \$100 million.⁹

PAPER BOAT: TARGET SEGMENT

The target segment for Paper Boat was 25-28-year-old young adults, which is slightly older than Tzinga's target of 18-21 years.¹⁰ This segment grew in the 1990s, during the country's educational and technological boom. Though living in metros and leading a modern lifestyle, they embraced their heritage and were conscious of their traditions and identity. They longed for drinks that were a part of their growing-up days. Paper Boat's consumers also included the Indian diaspora who live across the world.

Lifestyle¹¹

Buyers of Paper Boat were usually progressive Indians from a traditional background. Despite being caught in the contemporary wave and aspirations to be world-class, they still held on to their roots. They consider Paper Boat to be the escape route to their past. They were comfortable about where they come from, even when the general prevailing idea was to distance oneself from one's origins toward the West. They typically lived in the traditional parts of the city.

A typical consumer of Paper Boat was the modern-day youngster who has just graduated and started earning. They are young and confident. Their weekends are spent with friends in pubs, discussing life! They go on backpacking adventures during vacations. Paper Boat's packaging appeals to them, as they look for "cool" things to do.

Yet another buyer of Paper Boat, in his late 20s to early 30s, works in mid-manager level position. His favorite cities in the world are Amsterdam and Paris. The ideas of liberalism and independence appeal to him. He typically would support legalization of marijuana, upgradation of archaic laws concerning homosexuality, personal autonomy, etc.

Paper Boat's consumers believe in the power of technology and social networks to make the world flatter. Despite having friends who listen to English albums, they will prefer the company of Hindustani/Carnatic music in the quietude of their homes. Their bookshelf will have a prominent section for classics – the ones written ages ago.

⁹ Paper Boat maker valued at over \$100 million, *Livemint*, <http://www.livemint.com/Companies/hxB2kObnjOthGcgEBZEOCM/Fundraising-values-Paper-Boat-maker-at-100-mn.html>, accessed on October 11, 2016

¹⁰ Paper Boat: Giving traditional Indian beverages a makeover!, *Moneycontrol*, <http://www.moneycontrol.com/news/trends/features-2/paper-boat-giving-traditional-indian-beveragesmakeover-1389791.html>, accessed on November 17, 2016

¹¹ Interview with Parvesh Debuka, Head Marketing – Paper Boat, dated December 5, 2016



PAPER BOAT: MARKETING MIX

Product

Paper Boat introduced a niche category of beverages to the Indian market — the ethnic drink. It was available in 12 flavors: Aam Panna, Aamras, Anar, Chilli Guava, Ginger Lemon Tea, Jaljeera, Jamun, Kokum, Neer More, Panakam, Rose Tamarind, and Serber-E-Khaas.¹²

Packaging

One of the compelling reasons for Paper Boat to stand out was its packaging – the matte finished doypacks. Flat colors, uncomplicated shapes, and a language reminiscent of the childhood panorama, all contributed to the pleasing nostalgia that the brand was all about.

Per Elephant Designs, the company that made the brand visual architecture and variant visual identity of Paper Boat:

Doypacks were chosen to give the feeling of squeezing a fruit when you hold the Paper Boat pouch is filled with the drink. Also, a substrate that looks and feels like paper was chosen to communicate differentiation and authenticity.¹³

Price

Competing with deep-pocket players present in the market, head on, was a next to impossible task for Paper Boat. Hence, the need was to segment the market into targetable niches, as far away from the established brands as possible, served with multiple variants. The resultant positioning of Paper Boat was: a high quality and healthy beverage. To be consistent with price-quality perception, Paper Boat had to be priced at a premium.¹⁴

Place

Strong largely in the north – Paper Boat, first, gained sales traction in the supermarkets in and around Delhi, followed by the metros, and spread to 15,000 stores across the country.¹⁵ Products delivered to metros were via the firm itself and Indo Nissin Foods handled distribution to other cities. The

¹² Paper Boat: Giving traditional Indian beverages a makeover!, *Moneycontrol*, <http://www.moneycontrol.com/news/trends/features-2/paper-boat-giving-traditional-indian-beveragesmakeover-1389791.html>, accessed on November 17, 2016

¹³ Paper Boat beverages from the past delivered in a brand new way Associating drinks with memories, Elephant Design, <http://www.elephantdesign.com/case-study/Packaging-Design/Paper-Boat-by-Hector-Beverages/57.aspx>, accessed on April 9, 2017

¹⁴ Paper Boat sails ahead on Indian drinks, *Livemint*, <http://www.livemint.com/Companies/FYypavmzDOI9kkmiG3TtxO/Paper-Boat-sails-ahead-on-Indian-drinks.html>, accessed on March 5, 2017

¹⁵ Paper Boat drinks maker Hector Beverages on expansion spree, *Business Standard*, http://www.business-standard.com/article/companies/paper-boat-drinks-maker-hector-beverages-on-expansion-spre-115031101078_1.html, accessed on April 16, 2017

Sustaining an Ethnic Soft Drink – Paper Boat: Brand Positioning and Consumer Behavior



collaboration with Indo Nissin Foods had helped Paper Boat strengthen its distribution and brand presence in tier 2 cities and some rural pockets.¹⁶

Given its strong Indian roots, Paper Boat also exported overseas to Indian stores, in select cities, across the United States, Canada, and the United Kingdom to cater to the Indian diaspora settled there.¹⁷

Paper Boat could also be bought from the website – shoppaperboat.com, which was linked to Amazon or from Amazon directly.

Promotion

Paper Boat's marketing strategy was to tell stories that stir the emotions of consumers. Though storytelling, the only form of advertising the brand had been following, Paper Boat brought out not just the taste, but also the memories associated with the flavor. Also, the focus was to remind the consumers not of memories that they remember happening, but of those memories that are truly forgotten – those which the consumers believe are only theirs, but are everyone's (**Figure 1** displays an ad of Paper Boat).

Appointment drinking was another manifestation of the idea to associate with memories – memories associated with seasons and festivals, in this case. For example, Thandai, an almond-flavored beverage, was available in the North only during the Holi season, while the jaggery-based Panakam was launched to coincide with Rama Navami festival for the South.¹⁸

To sum it up, Paper Boat's marketing idea was to leverage on the three exclusive emotional spaces that brings in a connect with its consumers – the product itself, brand name – Paper Boat, and memories.¹⁹

Sampling Method

For sampling, the target population was defined in terms of elements and sampling units. The element was defined as: Indian, aged between 16 and 35 years, belonging to urban areas identified by their place of education or work. The sampling unit, at the primary level, was a database of students and recent graduates, to apply the age and geographical filters. At the second level, individuals fitting the characteristics of the element were chosen. Totally, 208 individuals were selected via simple random sampling. They were tested through filter questions to ensure that they were regular users of all the three brands (Réal Fruit Power, PepsiCo Tropicana, and Paper Boat) under question, and had a favorite brand among the three. Of the 208,²⁰ Réal Fruit Power found 69 fans, Paper Boat had 62, and 77 favored Tropicana. The 208 individuals were subject to their favorite brand-specific experiential marketing

¹⁶ Paper Boat signs distribution pact with Indo Nissin Foods, *The Hindu Business Line*, <http://www.thehindubusinessline.com/companies/paper-boat-signs-distribution-pact-with-indo-nissin-foods/article7154031.ece>, accessed on April 16, 2017

¹⁷ Traditional drinks brand Paper Boat to sail into more cities with regional variants, *The Hindu Business Line*, <http://www.thehindubusinessline.com/companies/traditional-drinks-brand-paper-boat/article6473363.ece>, accessed on April 16, 2017

¹⁸ Paper Boat to launch appointment drinking; genius or madness, *The Economic Times*, <http://economictimes.indiatimes.com/magazines/brand-equity/paper-boat-to-launch-appointment-drinking-genius-or-madness/articleshow/51511759.cms>, accessed on January 9, 2017

¹⁹ Interview with Parvesh Debuka, Head Marketing – Paper Boat, dated October 24, 2016

²⁰ The survey results from the respondents of respective brands were maintained in their respective sample and the variation with respect to the sample size was not taken into consideration as there was no significant change in the responses.



questions. Enquiries into their activities, interests, opinions, and their involvement with the brands were conducted, as well. The survey was carried out in Bangalore (January-April 2017).

Experiential Marketing

Experiences are events that occur as reactions to some stimulus (as provided by marketing efforts before and after purchase). There is need to provide a precise setting for the required customer experiences to occur.²¹

The five types of customer experiences that form the basis of the experiential marketing framework are as follows.²²

- SENSE marketing appeals to the senses with the objective of creating sensory experiences, through sight, sound, touch, taste, and smell. SENSE marketing may be used to differentiate companies and products, to motivate customers and to add value to products (e.g., through aesthetics or excitement).
- FEEL marketing appeals to customers' feelings and emotions, with the objective of creating affective experiences that range from mildly positive moods linked to a brand (e.g., for non-involvement, nondurable grocery brand or service or industrial product) to strong emotions of joy and pride (e.g., for a consumer durable, technology, or social marketing campaign).
- THINK marketing appeals to the intellect with the objective of creating cognitive, problem-solving experiences that engage customers creatively.
- ACT marketing enriches customers' lives by targeting their physical experiences, showing them alternative ways of doing things (e.g., in business-to-business and industrial markets), and alternative lifestyles and interactions.
- RELATE marketing contains aspects of SENSE, FEEL, THINK, and ACT marketing. However, RELATE marketing expands beyond the individual's personal, private feelings, thus relating the individual to the brand.

Self-Brand Relationships

According to Susan Fournier:

Brand relationships are valid at the level of consumer's lived experiences. The consumers don't just buy brands because they like them or because they work well. They are involved in relationships with multiple brands to benefit from the meanings they add into their lives. Some of these meanings are functional and utilitarian; others are more psychosocial and emotional. All, however, are purposive and ego-centered and therefore of great significance to the persons engaging them. The processes of meaning provision,

²¹ Schmitt, Bernd H. *Experiential marketing: How to get customers to sense, feel, think, act, relate*. Simon and Schuster, New Delhi, 2000.

²² Schmitt, Bernd. Experiential marketing. *Journal of Marketing Management*, 1999, 15.1-3, 53-67.



manipulation, incorporation, and pronouncement authenticate the relationship notion in the consumer-brand domain.²³

Exhibit 1 measures the mean scores obtained from respondents on the various types of Customer Experiences such as Sense, Feel, Think, Act, and Relate. **Exhibits 2, 3, 4, and 5** show how respondents rate their activities, interests, opinions, and selves. **Exhibit 6** portrays the involvement of the respondents' with the category. **Exhibits 7, 8, and 9** capture the storyboard for the three brands – Paper Boat, R al Fruit Power, and Tropicana – along with author's description of the storyboards.

What is the need for Paper Boat to reposition itself?

Specific decision-making areas with respect to brand communication

The non-carbonate segment of the soft drinks market in the recent times has been appealing to consumers owing to its nutritive value and also environmental awareness about the negatives of carbonated drinks. The fruit juice segment has a number of well-advertised brands such as Tropicana, Real, and Be Natural. Paper Boat though successful as a niche brand based on its nostalgia and ingredients positioning needs to ensure that consumers sustain their preference of the brand over several other brands that explicitly promise health and nutrition. This challenge is complex as the emotional route taken by the brand may get displaced by the health benefit offerings of competitive brands.

Hence, Paper Boat would like to revitalize or reinforce the brand (according to stalwarts in branding literature, such a measure is undertaken to make the brand more contemporary or to strengthen it further when the environment brings in new competitors). The decision areas involve an option between many alternatives as follows:

- Paper Boat could continue the existing positioning on cultural nostalgia.
- Paper Boat can consider how well the present positioning fits in with the lifestyle and psychographics of consumers.
- Paper Boat can strengthen the ways in which self-branding connects in its ads.
- Paper Board can enhance the involvement with respect to the product category and link it up with the involvement levels of the brand.

It is important to note that these decisions may not be mutually exclusive and besides any decision on strengthening the brand's associations/positioning needs to take into account the existing (and successful) positioning and associations of the brand.

With results of the survey commissioned right in front of him, it was time for Parvesh to interpret the findings. Was the result any different from what it ought to be? Is it necessary to reposition Paper Boat?

²³ Fournier, Susan. Consumers and their brands: Developing relationship theory in consumer research. *Journal of Consumer Research*, 1998, 24.4, 343-373.

Sustaining an Ethnic Soft Drink – Paper Boat: Brand Positioning and Consumer Behavior



The solution for the decision making areas was something more than the quantitative reflection of figures given in various exhibits of the case.

The authors would like to thank Parvesh Debuka, Head Marketing, Hector Beverages Ltd., for the support provided to this case study.



Exhibit 1

Mean of scores obtained from respondents on various aspects of experiential marketing²⁴

Types of Customer Experiences	Statements	(Dabur) Réal	Paper Boat	Tropicana
Sense	One of the benefits of the drink is that it is Natural	5.29	5.42	4.84
Sense	One of the benefits of the drink is that it is Healthy	5.65	5.03	5.16
Sense	One of the benefits of the drink is that it is Fruit Rich	4.74	5.02	5.26
Sense	One of the benefits of the drink is that it is Tasty	5.23	5.42	5.43
Sense	One of the benefits of the drink is that it is Nutritious	4.84	4.73	4.88
Sense	One of the benefits of the drink is that it is Thirst Quenching	4.94	4.98	5.03
Sense	One of the benefits of the drink is that it is Energy Boosting	4.42	4.11	4.83
Sense	One of the benefits of the drink is that it is Solves Hunger Pangs	3.94	4.16	4.57
Feel	Like is one of the emotions I feel of my drink	5.61	5.95	5.75
Feel	Good is one of the emotions I feel of my drink	5.74	5.85	5.62
Feel	Exciting is one of the emotions I feel of my drink	4.90	5.26	5.09
Feel	Enjoyable is one of the emotions I feel of my drink	5.16	5.29	5.70
Feel	Refreshing is one of the emotions I feel of my drink	5.35	5.52	5.55
Feel	Nostalgic is one of the emotions I feel of my drink	3.77	4.44	3.88
Feel	Contented is one of the emotions I feel of my drink	5.16	5.31	5.17
Feel	Happy is one of the emotions I feel of my drink	5.23	5.74	5.45
Think	I think the drink is Value for Money	4.45	4.40	4.40
Think	I think the drink Satisfies my Need(s)	4.68	5.26	5.05
Think	I think the drink has a Lot of Varieties	4.97	5.21	5.00
Think	I think the drink is Easily Available	5.90	4.74	5.60
Think	I think the drink is Much more than a drink	4.58	3.15	3.90
Think	I think the drink is Trustworthy	5.29	5.47	5.23

²⁴ 7-Point Semantic Differential Scale was used to measure respondents' perceptions about the brands. (A 7-point scale was used after testing the response of respondents with respect to the experiential aspects.)



Exhibit 1 (Contd.)

Think	I think the drink is Entirely organic and natural	4.65	4.56	4.10
Think	I think the drink Provides benefits as claimed on advertisements and packaging	4.35	4.69	4.55
Act	Good Advertisements is one of the reasons why I buy the drink	4.74	5.34	4.75
Act	Healthy is one of the reasons why I buy the drink	5.13	5.06	5.25
Act	Attractive Packaging is one of the reasons why I buy the drink	4.65	5.81	4.88
Act	Measurable Functional Benefits is one of the reasons why I buy the drink	4.65	3.73	4.43
Act	Natural Ingredients is one of the reasons why I buy the drink	4.61	4.89	4.49
Act	Easily Available is one of the reasons why I buy the drink	5.48	4.92	5.66
Act	Tasty is one of the reasons why I buy the drink	5.42	5.66	5.71
Act	Packed in Right Volume is one of the reasons why I buy the drink	5.26	5.10	4.99
Act	Warm is one of the adjectives I associate with the drink	3.00	3.42	2.70
Relate	Fun is one of the adjectives I associate with the drink	5.13	5.74	5.30
Relate	Sincere is one of the adjectives I associate with the drink	4.87	4.65	4.39
Relate	Non-traditional is one of the adjectives I associate with the drink	3.87	3.31	3.79
Relate	Friendly is one of the adjectives I associate with the drink	4.71	5.89	4.86

Source: Survey conducted by the authors with inputs from the company.



Exhibit 2

Mean of scores obtained from respondents on their activities²⁵

Statements	(Dabur) Réal	Paper Boat	Tropicana
I often go to temple/church/mosque	3.10	2.87	3.08
I read – books, blogs and magazines – just to know	4.19	4.00	4.26
Juices are my preferred breakfast supplements, over coffee/tea/milk	2.97	3.16	3.08
I prefer Indian songs	3.77	3.97	4.05
I like to stay alone and prefer solitude often	3.48	3.40	3.51
I visit grandparents, whenever possible	3.48	3.63	3.51
I live in the traditional parts of the city, away from the hip and happening parts	3.42	3.45	3.42
I like bright, vibrant colors in whatever I buy	3.35	3.63	3.71

Source: Survey conducted by the authors with inputs from the company

Exhibit 3

Mean of scores obtained from respondents on their interests²⁶

Statements	(Dabur) Réal	Paper Boat	Tropicana
I like to keep myself updated	4.81	4.50	4.66
I like to collect art (songs, movies, posters/paintings, etc.)	3.77	3.65	3.88
I enjoy learning about people and their lives	4.26	4.19	4.27
I look for escape-routes to reminisce my growing-up days	3.74	3.60	3.64
I want to understand deeper things behind religion, culture, etc.	4.10	4.10	4.08

Source: Survey conducted by the authors with inputs from the company

²⁵ 5-Point Likert Scale was used to measure respondents' activities

²⁶ 5-Point Likert Scale was used to measure respondents' interests



Exhibit 4

Mean of scores obtained from respondents on their opinions²⁷

Statements	(Dabur) Réal	Paper Boat	Tropicana
We should be updated with different aspects and issues in the society	4.65	4.65	4.66
I feel emotionally involved with art as this makes me feel satisfied/pleasure	3.94	3.81	4.09
I am a very spiritual person	3.35	3.26	3.22
I think discussions help gain knowledge	4.55	4.52	4.64
I support the free world, with rights to freedom and expression	4.61	4.53	4.61

Source: Survey conducted by the authors with inputs from the company

Exhibit 5

Mean of scores obtained from respondents on their selves²⁸

Statements	(Dabur) Réal	Paper Boat	Tropicana
I decide what's right or wrong myself, and don't let people do it for me	4.29	4.08	4.27
The way I look is important to me	4.39	4.06	4.05
My drink symbolizes my identity	2.90	3.02	2.97
My drink helps me project the person I want to present	2.77	3.02	2.99
My drink helps me experience a part of me, which I would not have discovered otherwise	3.06	2.82	2.73

Source: Survey conducted by the authors with inputs from the company

Exhibit 6

Mean of scores obtained that measures respondents involvement with the category²⁹

Statements	(Dabur) Réal	Paper Boat	Tropicana
I have compared the flavors of all the major drink brands	3.81	3.50	3.65
I have a most-preferred drink brand	3.58	3.47	3.78
I have a most-preferred store	2.74	2.84	2.88
I buy drinks for their functional benefits, nothing more	3.61	3.37	3.31
I buy drinks rarely, and as an impulse buy	3.42	3.42	3.17

Source: Survey conducted by the authors with inputs from the company

²⁷ 5-Point Likert Scale was used to measure respondents' opinions

²⁸ 5-Point Likert Scale was used to measure respondents' selves

²⁹ 5-Point Likert Scale was used to measure respondents' involvement with category



Exhibit 7

Storyboard interpretation – A Paper Boat ride down the river of memories³⁰

The ad opens to a typical rural setting, in which a kid tears a sheet of paper from his notebook, makes a paper boat and floats it down a river. The scene cuts to an arid land in which a cart carries a school bag and water bottle, while the kids walk behind the cart. This is followed by another scene where a mother lays down dried clothes and a kid jumps over the pile of clothes. There are moments spent with grandparents, shrinking pants, the various sets of scales present in geometry box, Holi colors, kites, rains, old TV antenna and tuning it, paisa-worth chocolates, injections, post box, etc. Toward the end, it shifts to a young adult in a flight sipping Paper Boat. It is revealed that all the moments were his memories rekindled by Paper Boat. (Holi is an Indian festival.)

Exhibit 8

Storyboard interpretation – Dabur Réal Fruit Power³¹

Dabur Real's advertisement shows a kid who is so engrossed in his playtime that the various fruits (apple, orange, and pomegranate), given to him, are wasted all over the house. As a dejected mother looks, a voiceover suggests it is easier to make kids drink rather than eat fruits. Real Fruit Power is revealed, dramatically morphing from a bunch of oranges. "10 oranges in each pack" and "No added preservatives" appear on the screen. The advertisement ends with a shot of a kid finishing a glass of Real Juice, to a background voice that calls Real Fruit Power as the trusted drink of mothers.

Exhibit 9

Storyboard interpretation – PepsiCo Tropicana³²

Tropicana ad starts with a radio jockey having juice before his morning show. He is shown to turn active and fresh after his drink. Then, the scene shifts to a breakfast table in a happy home. The dining table holds a clearly visible Tropicana, and the various members of the family from parents to the kids are shown having a sip of Tropicana. The final shot has a young girl sipping directly from an orange fruit via a straw. The shot cuts to show the orange replaced by Tropicana. The voiceover announces that Tropicana is *filled with 9 fruit nutrients, nourishes from within and gives a fruitful start to the day*. Finally, a frame of the different variants along with the brand's tagline, "it's good to be alive" is shown.

³⁰ Paper Boat, <https://www.youtube.com/watch?v=t7I6zYp0CU8>, accessed on November 10, 2016

³¹ Réal Fruit Power, <https://www.youtube.com/watch?v=xmSn3h0kvzI>, accessed on October 17, 2016

³² PepsiCo Tropicana, <https://www.youtube.com/watch?v=eQRqaQpVZjg>, accessed on November 11, 2016

Figure 1

An Ad of Paper Boat



Source: Survey conducted by the authors with inputs from the company. Ad reproduced with permission.