An Exploration of Brand Biographies in India

John Branch
University of Michigan

Suhina Nath
University of Michigan

A brand biography, not unlike a human biography, chronicles a brand's emergence, its experiences, and its evolution. We speculated that brand biographies might be influenced by culture. To test this speculation, we explored the brand biographies of fifty companies in India, across a variety of industries, using a grounded theory approach. We identified six brand biography patterns, which seemingly reflect three core cultural values of Indian society.

INTRODUCTION

In 2010, Avery *et al.* introduced the concept of brand biography "to describe an emerging trend in branding in which firms author a dynamic, historical account of the events that have shaped the brand over time" (p. 213). A brand biography, therefore, not unlike a human biography, chronicles the brand's emergence, its experiences, and its evolution. In an award-winning follow-up article in the *Journal of Consumer Research* (Paharia *et al.*, 2011), the authors demonstrate how one specific brand biography—the underdog brand biography—can increase purchase intentions, real choice, and brand loyalty, because the humble origins, lack of resources, and struggle against the odds which characterise the underdog narrative resonate with many consumers.

We speculated, however, that brand biographies might be influenced by culture. The portrait of an underdog in the 'West', for example, is often accompanied by allusions to the Biblical story of David and Goliath. Many American companies conjure up brand biographies which draw on images of industrious entrepreneurs, toiling away ceaselessly in a garage until one day they 'strike it rich'. And other companies ground their brand biographies in some rags-to-riches variant. Consequently, we asked ourselves if brand biographies in countries which do not share the Judeo-Christian heritage of Western Europe, which do not subscribe to the boot-strapping self-starter mythology of the American dream, or which do not sustain the Dickensian journey from poverty to wealth, would have the same underlying biographical themes. Indeed, do different cultural-historical factors render different storylines, different tropes, different motifs? If yes, the research would support our inkling that culture matters…that brand biographies are culture-specific. If not, it would suggest that there might be some common features of human experience, some existential universals which, irrespective of cultural differences, result in some brand biography narrative archetypes.

Consequently, we explored the brand biographies of fifty companies in India, across a variety of industries, using a grounded theory approach. We identified six brand biography patterns. This article

begins with an overview of the research methodology. It then describes each of the six brand biography patterns. Finally, it discusses the six brand biography patterns.

RESEARCH METHODOLOGY

The research followed a grounded theory methodology. During the 1960s, often considered the heyday of the positivist philosophical movement (Czarniawksa, 2014), social scientists Barney Glaser and Anselm Strauss broke from mainstream logical empiricism and its verification/falsification mandate (See Popper, 1959.) by arguing that theories ought to be developed inductively from the ground up. Their methodology, now known as grounded theory and used widely throughout the social sciences, begins with data—not hypotheses—and moves from field to desk and back again, in a series of double-back steps (Glaser, 1978), all in service of honing an emerging theory.

Sampling Procedures

We began the research by searching for companies with Google using several search terms: brand, brand position, brand positioning, brand history, brand story, brand philosophy, brand biography, and corporate brand. This search occurred concurrently with the data collection and data analysis procedures, dependent on the progress of the research rather than on *a priori* considerations, as suggested by Lofland (1971). Sampling ceased when we thought that 'informational redundancy' had been achieved (Lincoln and Guba, 1985)—that is to say, when new information which was being provided with each new company had reached the point of diminishing returns. In the end, the sampling procedures resulted in fifty companies from across a variety of industries, including pharmaceuticals, agricultural, textiles, consumer packaged goods (CPG), infrastructure, power, and logistics (See Appendix 1.).

Data Collection Procedures

Data collection was limited to online sources only, primarily the official websites of the companies and their subsidiaries. But we also collected data from non-company websites such as MBA skool, LinkedIn, and Scribd; business blogs; and business portals such as Economic Times, Rediff Business, NDTV Profit, and VC Circle. And we incorporated data from company videos on YouTube and Vimeo.

It ought to be mentioned that the formality, prominence, and maturity of the brand biographies varied dramatically across the fifty companies. Consequently, we supplemented the brand biographies with information about the company's history, its mission, its values, its directors, its products, and its brands. We also included the founders' profiles, positioning statements, specific details of incorporation, significant product launches, and any noteworthy company changes. With each new company we constructed a kind of 'fact sheet' which summarised the data into three broad categories: 1. company profile, 2. positioning statement/differentiation factors, and 3. history.

Analysis Procedures

The data analysis occurred in two separate but inter-related phases. First, we analysed the data at the individual company—or *emic*—level, the purpose of which was to uncover the meaning of the brand biography of an individual company. As suggested by Holt (1994), the emic perspective seeks to understand meanings from the 'native's perspective'. It assumes that a co-constituting relationship exists between these meanings and a personalised, cultural understanding of one's existential position (Thompson, Locander, and Pollio, 1989). Accordingly, a brand biography can be considered a reflection of, a manifestation of, a simulacrum of, the company.

The second phase of the data analysis moved up to the cultural level. Its goal was to understand the distinct pattern (or patterns) of meanings of the brand biographies across the fifty companies. A pattern is analogous to a melody (Thompson, Locander, and Pollio, 1990). Indeed, the notes of a melody can be transposed into different keys; the melody, however, remains the same. Accordingly, despite the differences in brand biographies of different companies, the meanings of these brand biographies might form a pattern (or patterns).

The analysis procedures followed a hermeneutic approach, which begins with an interpretive reading of the 'text' (Ricoeur, 1981) in order to yield an initial understanding of its meaningful forms (Miles & Huberman, 1994). This is followed by a breaking-down of the text into elements, by transforming the text into clusters (Ellen, 1984), themes (Boyatzis, 1998), categories (Spiggle, 1994), or codes (Strauss & Corbin, 1998). These elements are then re-constructed in a new way, thereby generating a new understanding of the text. This process of breaking-down and re-constructing continues, the goal of which is the resolution of contradictions among and between the elements and the text (Arnold & Fischer, 1994). That is to say, with continuous movement back and forth from the text to the elements (Strauss & Corbin, 1998), and an on-going seesaw between interpretation and understanding, we "transform the data into something it was not…We break down the data in order to classify it, and the concepts we create or employ in classifying the data, and the connections we make between these concepts, provide the basis of a fresh description [of the text]" (Dey, 1993, p. 30).

We began the data analysis, therefore, with an interpretive reading of the totality of the company information which had been collected for a single company (the text), in order to yield an initial understanding of the meanings of the brand biography. We then started breaking down the text, using codes—conceptual labels which assign meanings to the text (Miles & Huberman, 1994)—and indexed all instances of these codes by tagging all textual units which we judged to demonstrate the codes. An example of a code was social impact; in one text it was tagged to five textual units. We then pieced these codes together in a new way, thereby yielding a new understanding of the text as a whole. This iterative process of coding, indexing, and theorising continued until we were convinced that we had resolved the contradictions among and between the elements and the text. The result of this process was a fresh perspective—fifty fresh perspectives in total—on the company brand biography.

We then moved onto the second phase of the data analysis, also employing a hermeneutic approach. We began the cultural analysis, therefore, with an interpretive reading of the text: all fifty fresh perspectives on the company brand biographies. Like in the emic-level analyses, we used an iterative process of coding, indexing, and theorising, which continued until we were convinced that we had resolved the contradictions among and between the elements and the text. The result of this process was the identification of six brand biography patterns across the fifty companies.

Verification Procedures

Finally, in order to lend credibility to the research (Glaser & Strauss, 1965; Maxwell, 1992)—that is to say, to ensure the authenticity of the data from the data collection procedures (Kirk & Miller, 1986; Sykes, 1996), and to elevate the trustworthiness or believability of the results of the data analysis procedures (Hirschman, 1986; Lincoln & Guba, 1985; Yin, 1984)—we employed two common verification methods. The first, triangulation, stems from the technique in astronomy, surveying, and navigation which posits that any location in space can be pin-pointed with knowledge of any three other locations. Similarly, in grounded theory, scientists attempt to pin-point the phenomenon by drawing on multiple research methods, multiple data sources, and multiple researchers with multiple perspectives (Morse, 1991; Seale, 1999). As suggested by Arksey and Knight (1999), "approaching research questions from different angles and bringing together a range of views has the potential to generate new and alternative explanations, ones that better capture the social complexity that the fieldwork explores" (p. 22). In this research, therefore, we drew on multiple data sources, a variety of information types, and two researchers.

And second, like in the business world, in which external and objective third parties examine and approve a company's methods of accounting, statement analysis, and financial reporting, in grounded theory research, scientists employ other experts in their scientific disciplines to examine and endorse the notes, the data collection procedures, the transcription methods, the data analysis procedures, and other aspects of their research (Dukes, 1984). In doing so, these auditors prove, in a sense, the tenability of the research. We called on two auditors who were both active at the time conducting grounded theory research, and who together had knowledge of and experience with a variety of research methods. They were given this section and the research results which are presented in the next section. Both the auditors

scrutinised the research methodology and the research results, suggestions about which led to several changes in substance and narrative.

BRAND BIOGRAPHY PATTERNS

As a reminder, the data analysis occurred in two separate but inter-related phases. First, we analysed the data at the individual company—or *emic*—level, the purpose of which was to uncover the meaning of the brand biography of an individual company. The second phase of the data analysis moved up to the cultural level. Its goal was to understand the distinct pattern (or patterns) of meanings of the brand biographies across the fifty companies in India. The result was the identification of six brand biography patterns across the fifty companies: 1. struggle, 2. humble beginnings, 3. social impact, 4. inspiration, 5. fraternalism, and 6. championship. This section describes each of the six brand biography patterns.

Struggle

The first brand biography pattern which we identified across the fifty companies in India is *struggle*, referring to the struggle of establishing and operating the company. It encompasses the notion of failure, a seemingly necessary experience in the run-up to the company's success. It emphasises the resolve—the determination, the 'stick-to-it-ness'—which was required of the company in order to not only survive but thrive. And it points to the hardship, challenges, and misfortunes which were part and parcel of launching and running the company.

The brand biography of the Jaypee Group, for example, an infrastructure company which is headquartered in Noida (New Okhla Industrial Development Authority) near Delhi, tells "a story of grit and gumption; of struggle against incredible odds; of dreams, and the striving and self belief that turned them into reality". Similarly, the brand biography of Godrej Consumer Products Limited, a personal care products company from Mumbai, recounts the failures of the company's namesake: "Ardeshir Godrej, founder of the Godrej Group, learns the first lesson of success: failure. Not one, but two of his businesses go bust. Then, he sets up a lock company and what follows is the stuff of legends."

Humble Beginnings

We also identified the brand biography pattern of *humble beginnings* across the fifty companies in India. Indeed, the words humble, modest, and small were used frequently, and often in the opening sentences of a brand biography, in order to highlight the unpresuming genesis of the company. The humble beginnings of the company are often characterised by small spaces, limited mechanical resources, and petty amounts of cash. They also often include references to narrow by-lanes of city neighbourhoods, or to 'backwater' Indian villages.

The brand biography of ADF Foods Limited, for example, now a multi-national and multi-billion Rupee company, illustrates the pattern well. "When we look back to the year 1932, we see a year filled with hopes, dreams and possibilities. We see the humble beginning of a small retail store by the name— American Dry Fruits. With the passage of time, this retail outlet evolved and is now globally known as ADF Foods Limited." The brand biography of Pidilite Industries, an adhesives company whose home is suburban Mumbai, mentions the small factory and the single product of the two founding brothers, one of whom was a local trader. And the brand biography of Dabur, India's largest Ayurvedic healthcare products company, cites a pharmacy in the back alleys of Calcutta as the birthplace of the company.

Social Impact

The ambition by a company to achieve greater *social impact* is the third brand biography pattern which we identified across the fifty companies in India. Social impact was mostly typified by 'people over profits'—the quest by a company to develop Indian society, at the expense of financial gain. Social impact also captures the notion of nationhood, the building of which many companies claim to have contributed. And social impact points to human rights which, many companies insist, is a fundamental reason for their existence.

The brand biography of Anand Milk Union Limited (AMUL), for example, goes hand-in-hand with the history of the milk revolution which occurred in the 1940s in direct response to the contemporary exploitation of milk producers by dairy agents. The brand biography of AVT Group, an agricultural and agro-consumer products company, professes that the company was responsible for destroying the myth that only the British could manage a plantation. And the brand biography of Zydus Wellness suggests that the company was started with two goals: 1. alleviating the pain of the local population, and 2. providing health care—a fundamental right—to all Indians.

Inspiration

The fourth brand biography pattern which we identified across the fifty companies in India is *inspiration*. A prototypical brand biography with this pattern often begins with an introduction of the founders of the company, underlining their role as visionaries. Inspiration was also linked to curiosity, and in some cases stoked images of the swashbuckling entrepreneur who is bold, daring, and fearless.

Consider the brand biography of Bengaluru-based Himalaya Healthcare:

> A curious young man riding through the forests of Burma saw restless elephants being fed the root of a plant, *Rauwolfia serpentina*, which helped pacify them. Fascinated by the plant's effect on elephants, this young man, Mr. M. Manal, the founder of Himalaya, wanted to scientifically test the herb's properties. With no money and only a pocketful of dreams, he pawned his mother's jewelry to buy a hand-operated tableting machine.

Less elaborate is the brand biography of sweets and snack company Bikano:

> Way back to 1950, two visionaries made their journey from their home town Bikaner (city in Rajasthan) to India's bustling capital city, NewDelhi, they carried the miracles of taking great Indian taste to new International heights.

Fraternalism

Fraternalism—of brotherly friendship and actual brotherhood—is the fifth brand biography pattern which we identified across the fifty companies in India. Indeed, several companies were started by brothers or by close friends, and their brand biographies highlight these relationships. Emami Limited, for example, a natural cosmetics and beauty care company, was established by "two childhood friends who quit their jobs to start their own business in 1974". Arvind Limited, a textile manufacturer and now India's largest producer of denim, owes its existence to two enterprising brothers who embarked on their entrepreneurial journey in 1889 in what is now Pakistan. And Asian Paints, one of India's main coatings companies, was founded in 1942 by four friends.

Championship

The sixth and final brand biography pattern which we identified across the fifty companies in India is *championship*. It refers to a company claim's of market leadership. It highlights a company's achievement of some feat. Or it points to a company's successful industry innovation. This is certainly true of Raymond Limited, for example, a textile manufacturer and branded fashion retailer, which developed the first polywool blend in India. Tata Power touts itself as the pioneer of electricity in India. And ANS Limited, a frozen fruit and vegetable processor, boasts about its state-of-the-art facility and individual quick freezing (IQF) manufacturing methods.

DISCUSSION

In his 2012 book, *The Storytelling Animal: How Stories Make Us Human* (2012), Jonathan Gotschall suggests that "human life is bound up in stories" (p. 1). Indeed, his argument is that human beings feel compelled to 'storify' their world. He goes further, proposing that storytelling is one of the abilities which distinguishes humans from other primates. And so it seems that even lifeless companies have stories built up around them, about them, of them—in this research, so-called brand biographies.

At first glance, it appears that the brand biography pattern of *struggle* which was identified across the fifty companies in India is synonymous with the underdog brand biography which was posited by Paharia *et al.*(2011). Closer inspection, however, suggests subtle but significant differences. First, the notion of an underdog normally connotes competition. By definition, an underdog is only an underdog relative to others in a competitive set. The brand biography pattern of *struggle,* however, is more narrowly about, er, struggle, without any direct comparison to other companies. It means working diligently, overcoming barriers and setbacks. Second, being an underdog implies *less* power, which likewise points to the necessity for juxtaposition. The brand biography pattern of *struggle*, however, again lacked the contrast of the underdog with 'bigger dogs'. To be fair, the adjectives 'small' and even 'weak' were used to describe some of the companies in India, but not vis-à-vis their competitors. And third, the underdog descriptor is normally reserved for a person who is expected to lose against mightier foe in a fight or contest. The brand biography pattern of *struggle* focuses not on a company's (unexpected) victory over any opponent, but on a more bounded message of persistence in the face of difficulties.

In full disclosure, we did not explore the source of these subtle differences. But our inkling—in line with our speculation that brand biographies might be influenced by culture—is that the meanings of the brand biography pattern of *struggle,* and of the five other brand biography patterns which were identified across the fifty companies in India, are culturally-bound. That is to say, from a social constructivist approach, a specific brand biography expresses the 'meaning-full forms' (Betti, 1980) of a specific group of people within a specific context and in a specific language. This reminds John of his life in France, whose national motto is *liberté, égalité, fraternité*, which is translated directly as liberty, equality, and fraternity. It was only after years of living in France—after 'becoming a native'—did John realise that equality in France was not the equality of opportunity which is prized by Americans, but instead more of an equalness…voilà the differences in taxes, welfare, and other French social systems. Similarly, John was astonished to discover that Russians have constructed an entirely different way of viewing the 'edible' world. Growing up in Canada, he came to understand that there are two things which can be eaten off a tree, from a bush, or out of the ground: fruits and vegetables. Russians, however, are seemingly luckier, because for them, there are fruits, vegetables, berries, and mushrooms. And if that is not astonishing, imagine that in Russia, a watermelon is classified as being a berry. Same objective reality, but different subjective meaning!

The implication of this social constructivist approach to brand biographies is that any brand biography can only be understood *in situ*. That is to say, its meaning must be unpacked according to the culture within which it was created. And its significance will only be comprehended by those people who are culturally 'literate'. This jibes with research which suggests that, despite and perhaps even because of globalisation, cultural differences will persist…and perhaps even grow wider. de Mooij (2000), for example, demonstrated that "[d]isappearing income differences will not cause homogenisation of needs. On the contrary, along with converging incomes, the manifestation of value differences becomes stronger" (p. 112). A social constructivist approach to brand biographies might also lend support to the results of Paharia *et al.* (2011), with a more qualitative explication of the potency of the underdog narrative in the United States.

With this logic, therefore, it ought not to be surprising that the brand biographies of the fifty companies in India which we sampled resonated so strongly, even emotionally, with Suhina (and much less so with John). They inspired her. They made her smile. They filled her with pride. After some contemplation, Suhina realised that the reason for these feelings which the brand biographies generated—

for the *Eureka!* moments which she experienced—is that they reflect three core cultural values of Indian society: *Tyaga* (sacrifice), *Upeksha* (tolerance), and *Parivarik* (familial).

Tyaga

Tyaga (as an adjective *tyagana*) is a Sanskrit word which means sacrifice, renunciation, resignation, abandonment, donation, forsaking, withdrawal. In the Bhagavad Gita, for example, it is suggested that "those who relinquish the fruits of their actions are said to be truly renounced" (Chapter 18, Verse 11). But unlike *sannyasa*, which suggests relinquishing everything or withdrawing entirely, *tyaga* is often more about giving up something with generosity…something which could have been kept (Fowler, 2012). *Tyaga* has also been adopted into Hindi, and is used colloquially to suggest withdrawal, renunciation of the common ways of life, abstention from the rules, and liberality.

For Suhina, many brand biographies of the fifty companies in India which we sampled reflected this sentiment of *tyaga*. Indeed, in them she sensed sacrifice, renunciation of the existing state of affairs, abandonment of British rule, withdrawal from the status quo, liberality, and even progress with a national (not personal) concern. Take CalvinKare, for example, a consumer goods company which was established in 1983. Its mission to provide all Indians with access to soap—once considered a luxury for many people in India—was particularly moving for Suhina. Amar Remedies (earlier Swami Aushadalya Ltd.) also captured the sentiment of tyaga, with its promotion of the Indian medical practice of ayurveda in the global market.

Upeksha

A second core cultural value of Indian society which is reflected in the brand biographies of the fifty companies in India which we sampled is *Upeksha*. It suggests forbearance, tolerance, patience, fortitude, and endurance, and is linked closely to the word *vinamrita* (humility). *Upeksha* is rooted deeply in Indian faiths and practices. Buddhism, for example, whose origins date to sometime between the 6th and 4th centuries BCE, preaches compassion, tolerance, humility, and forgiveness. The Ramayana, an ancient Indian epic poem, tells the story of Indian lord Ram, who struggled for nine years to rescue his wife Sita from a demon king. And the Dalai Lama was recently quoted as saying "India is the best example of religious tolerance".

Many Indian companies which were founded in the 1900s fashion themselves as the progeny of *upeksha*. Indeed, they write of tiny workshops in back alleys, limited non-monetary resources, and small redbrick sheds, but which, with endurance and fortitude, resulted in great success which, in many cases, includes national and even global notoriety. The brand biography of Vardhaman, for example, now one of India's largest textile companies, tells of its opening in 1965 with a mere 6000 spindles. Similarly, the brand biography of Nirma whose "Washing Powder Nirma" jingle has been on the lips of generations of Indians, tells of its creation by a small-time farmer in 1969.

Parivarik

Parivarik refers to the familial bonds within India society. Indeed, look closely into any Indian household, and the links between people are perceptible. These links often extend beyond immediate family members to include friends and neighbours, who are given the titles of *chachaji* (uncle), *chachiji* (aunt), *bhaiya* (brother), or *didi* (sister). *Parivarik* is particularly notable in Indian movies, including *Kabhi Khushi Kabhi Gham, Slumdog Millionaire,* and even the latest Oscar nominee Lion. Many brand biographies of the fifty companies in India which we sampled spoke, explicitly or implicitly, of *parivarik*.

CONCLUSION

This research was triggered by the speculation that brand biographies might be influenced by culture. And indeed, the results support our inkling that culture matters…that brand biographies are culture specific. From a theoretical perspective, these results intimate that a brand biography reveals the nuances—the vernacular, the beliefs, the unwritten rules—of the cultural milieu within which it was

written. The practical implication is that marketers might be able to connect with customers by leveraging culture-specific brand biographies which resonate with them, à la the underdog brand biography in the Untied States.

REFERENCES

Arksey, H., & Knight, P. (1999). *Interviewing for social scientists: An introductory resource with examples*. Thousand Oaks, U.S.A.: Sage.

Arnold, S., & Fischer, E. (1994). Hermeneutics and consumer behavior. *Journal of Consumer Research*, 21, 55-70.

Avery, J., Paharia, N., Keinan, A., & Schor, J. (2010). "The Strategic Use of Brand Biographies." In Belk, R. (ed.). *Research in Consumer Behavior*, Volume 12. London, England: Emerald Group Publishing Limited, pp.213-229.

Betti, E. (1980). Hermeneutics as the General Method of the Geisteswissenshaften. In: Bleicher, J. (Ed.). *Contemporary Hermeneutics: Hermeneutics as Method, Philosophy and Critique*. London, England: Routledge and Kegan Paul, pp. 51-94.

Boyatzis, R. (1998). *Transforming Qualitative Information: Thematic Analysis and Code Development*. Thousand Oaks, U.S.A.: Sage Publications.

Czarniawska, B. (2014). *Social science research*. London, England: Sage.

Dey, I. (1993). *Qualitative data analysis: A user-friendly guide for social scientists*. New York, U.S.A.: Routledge.

Dukes, S. (1984). Phenomenological methodology in the human sciences. *Journal of Religion and Health*, 23, 197-203.

Ellen, R. (ed.) (1984). *Ethnographic Research: A Guide to General Conduct*. London, England: Academic Press.

Fowler, J. (2012). *The Bhagavad Gita: A text and Commentary for Students*. Sussex Academy Press.

Glaser, B. (1978). *Theoretical sensitivity: Advances in the methodology of grounded theory*. Mill Valley, U.S.A.: Sociology Press.

Glaser, B., & Strauss, A. (1965). Discovery of substantive theory: A basic strategy of underlying qualitative research. *American Behavioral Scientist*, 8(6), 5-12.

Gottshcall, J. (2012). *The Storytelling Animal: How Stories Make Us Human*. New York, U.S.A.: Houghton Mifflin.

Hirschman, E. (1986). Humanistic inquiry in marketing research: Philosophy, method, and criteria. *Journal of Marketing Research*, 23, 237-249.

Holt, D. (1994). "Consumers' Cultural Differences as Local Systems of Tastes: A Critique for the Personality/Values Approach and an Alternative Framework." *Asia Pacific Advances in Consumer Research*, 1, 178-184.

Kirk, J., & Miller, M. (1986). *Reliability and validity in qualitative research*. Newbury Park, U.S.A.: Sage.

Lincoln, Y., & Guba, E. (1985). *Naturalistic inquiry*. Thousand Oaks, U.S.A.: Sage.

Lofland, J. (1971). *Analyzing social settings*. Belmont, U.S.A.: Wadsworth.

Maxwell, J. (1992). Understanding and validity in qualitative research. *Harvard Educational Review*, 62(3), 279-300.

Miles, M., & Huberman, A. (1994). *Qualitative data analysis: An expanded sourcebook* (2nd ed.). Thousand Oaks, U.S.A.: Sage.

Morse, J. (1991). Approaches to qualitative-quantitative triangulation. *Nursing Research*, 40, 120-123.

Paharia, N., Keinan, A., Avery, J., & Schor, J. (2011, February). The Underdog Effect: The Marketing of Disadvantage and Determination through Brand Biography. *Journal of Consumer Research*, 37, 775-790.

Popper, K. (1959). *The logic of scientific discovery*. London, England: Routledge.

Ricoeur, P. (1981). *Hermeneutics and the Social Sciences*. Translated by: Thompson, J. Cambridge, England: Cambridge University Press.

Seale, C. (1999). *The quality of qualitative research*. London, England: Sage.

Spiggle, S. (1994). Analysis and interpretation of qualitative data in consumer research. *Journal of Consumer Research*, 21, 491-503.

Spokensansrkit (2017). "Tyaga." Retrieved from http://spokensanskrit.de/index.php?tinput=tyAga&direction=SE&script=HK&link=yes&beginning=0

Strauss, A., & Corbin, J. (1998). *Basics of qualitative research: Techniques and procedures for developing grounded theory* (2nd ed.). Thousand Oaks, U.S.A.: Sage.

Sykes, W. (1996). Validity and reliability in qualitative market research: A review of the literature. *Journal of the Market Research Society*, 32, 289-328.

Thompson, C., Locander, W., & Pollio, H. (1989, September). Putting Consumer Experience Back into Consumer Research: The Philosophy and Method of Existential-Phenomenology. *Journal of Consumer Research*, 16, 133-146.

Thompson, C., Locander, W., & Pollio, H. (1990, December). The Lived Meaning of Free Choice: An Existential-Phenomenological Description of Everyday Consumer Experiences of Contemporary Married Women. *Journal of Consumer Research*, 17(3), 346-361.

Yin, R. (1984). *Case study research: Design and methods*. Newbury Park, U.S.A.: Sage.

APPENDIX 1

LISTING OF COMPANIES

A V Thomas & Co. Ltd/ AVT Natural Products Ltd	CPG	1925	Kerala, India
Amrutanjan Healthcare	Healthcare	1893	Chennai, India
Bajaj Group	Automotive	1926	Maharashtra, India
Dr. Reddy's	Healthcare	1984	Hyderabad, India
Bonn Group of Industries	CPG	1985	Ludhiana, India
CavinKare	CPG	1983	Tamil Nadu, India
HUL	CPG	1933	Maharashtra, India
Raymond Limited	Textile	1925	Maharashtra, India
Tata Power Limited	Infrastructure	1911	Maharashtra, India
Tata Steel Limited	Infrastructure	1907	Maharashtra, India
Tata Salt	CPG	1983	Maharashtra, India
Ajanta Soya Ltd	Agro based Products	1992	New Delhi, India
Falcon Freight	Transportation	1989	New Delhi, India
LT Foods	Agro based Products	1990	Gurgaon, India
Parle Agro Private Limited	CPG	1984	Mumbai, India
Dabur India Limited	CPG	1884	Ghaziabad, India
REI Agro Limited	Agro based Products	1996	New Delhi, India
Amar Remedies Ltd (Swami Aushadalya Ltd)	Health Care	1984	Mumbai, India
Amul	Agro based Products	1946	Anand, India
Zydus Wellness	Health Care	1994	Ahmedabad, India
ANS Limited or Ans Agro Industries Limited	CPG	1994	Delhi, India

Godrej Consumer Products Limited	CPG	1987 (as a part of the Godrej Group)	Maharashtra, India
Jaypee Group	Infrastructure	1979	Noida, India
Escorts Group	Industrial	1960	Haryana, India
GMR Group	Infrastructure	1978	Karnataka, India
A V Thomas & Co. Ltd/ AVT Natural Products Ltd	CPG	1925	Kerala, India
Amrutanjan Healthcare	Healthcare	1893	Chennai, India
Bajaj Group	Automotive	1926	Maharashtra, India
Dr. Reddy's	Healthcare	1984	Hyderabad, India
Bonn Group of Industries	CPG	1985	Ludhiana, India
CavinKare	CPG	1983	Tamil Nadu, India
HUL	CPG	1933	Maharashtra, India
Raymond Limited	Textile	1925	Maharashtra, India
Tata Power Limited	Infrastructure	1911	Maharashtra, India
Tata Steel Limited	Infrastructure	1907	Maharashtra, India
Tata Salt	CPG	1983	Maharashtra, India
Ajanta Soya Ltd	Agro based Products	1992	New Delhi, India
Falcon Freight	Transportation	1989	New Delhi, India
LT Foods	Agro based Products	1990	Gurgaon, India
Parle Agro Private Limited	CPG	1984	Mumbai, India
Dabur India Limited	CPG	1884	Ghaziabad, India
REI Agro Limited	Agro based Products	1996	New Delhi, India
Amar Remedies Ltd (Swami Aushadalya Ltd)	Health Care	1984	Mumbai, India
Amul	Agro based Products	1946	Anand, India
Zydus Wellness	Health Care	1994	Ahmedabad, India

Company	Industry	Year of Founding	HQ
ANS Limited or Ans Agro Industries Limited	CPG	1994	Delhi, India
Godrej Consumer Products Limited	CPG	1987 (as a part of the Godrej Group)	Maharashtra, India
Jaypee Group	Infrastructure	1979	Noida, India
Escorts Group	Industrial	1960	Haryana, India
GMR Group	Infrastructure	1978	Karnataka, India
Company	Industry	Year of Founding	HQ
ADF Foods Limited	CPG	1932	Maharashtra, India
Vardhman Textiles Limited	Textiles	1973	Punjab, India
Bombay Dyeing	Textiles	1879	Maharashtra, India
Nirma Limited	CPG	1990	Gujarat, India
ITC FMCG	CPG	1910	West Bengal, India
Britannia Industries Limited	CPG	1997	Kolkata, India
Haldiram's	CPG	1937	New Delhi,, India
Pidilite Industries Limited	Adhesive Manufacturing Company	1959	Maharashtra, India
Himalaya Welness	CPG	1930's	Karnataka, India
Jyothy Laboratories Limited	CPG	1983	Maharashtra, India
Kohinoor Foods Limited / Satnam Overseas Limited	CPG	1976	Delhi, India
Asian Paints	Paint Company	1942	Maharashtra, India
Bikano/ Bikanervala	CPG	1950	New Delhi, India
KRBL Limited	Agro based industries	1889	Noida, India
Arvind Limited	Textile Company	1931	Gujarat, India
Emami Limited	CPG	1974	Kolkata, India
CTC Freight Carriers Limited	Transportation	2002	Mumbai, India

Cipla	Pharmaceutical	1935	Mumbai, India
Reliance Industries Limited	Conglomerate-Transportation/Power	1966	Mumbai, India
Ador Group	Industrial Infrastructure	1908	Mumbai, India
Aditya Birla Group	Industrial	1857	Mumbai, India
Amartex	Textiles	1988	Haryana, India
Ambuja Cement	Industrial	1983	Gujarat, India
CTC Freight Carriers Limited	Transportation	2002	Mumbai, India
Cipla	Pharmaceutical	1935	Mumbai, India
Reliance Industries Limited	Conglomerate-Transportation/Power	1966	Mumbai, India
Ador Group	Industrial Infrastructure	1908	Mumbai, India
Aditya Birla Group	Industrial	1857	Mumbai, India
Amartex	Textiles	1988	Haryana, India
Ambuja Cement	Industrial	1983	Gujarat, India