



BRAND
2011 Azere CLT
Focus Group Final Report

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Caveat

- ▶ The findings from this study, or any qualitative study, are intended to be directional due to the exploratory nature of this method. As such, these findings are not projectable to the population-at-large nor can they suggest statistical reliability/accuracy. The value of this method is to gain understanding and explore some of the dynamics of attitudes, usage and behaviors that can not always be obtained via quantitative methods.

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Background, Objectives, and Methodology

BACKGROUND: BRAND has developed a green coffee with fruit RTD beverage, codenamed *Azere*. For several years, BRAND has been contemplating bringing this product to market, but has not been able to determine how to position it for market success. Quiber has [special note redacted].

OBJECTIVES: In the quantitative portion of this research, the primary goal was to confirm if *Azere* tastes superior to Quiber's offering, to refine product formulations based on consumer input, and to understand the role which brand plays in potential product selection. Focus groups were conducted immediately following the quantitative study to further explore:

- Reactions to the five options (two *Azere* and three Quiber), plus rationale for preferences
- The role of brand in product introduction
- Reactions to concept statements describing the two products (unbranded and branded)

METHODOLOGY:

- Three 2-hour focus groups were held in Los Angeles on September 16th, in conjunction with the quantitative study
- Recruiting was handled by X, the firm awarded the quantitative portion of this study
- The majority of those who participated in the quantitative taste test were invited to the qualitative portion. In total, there were 18 participants – six in each session, evenly divided by gender
 - Group 1: age 25-34
 - Group 2: age 18-24
 - Group 3: age 35-44

The full discussion guide used is appended.

Note: when two quotes appear on a single line, it reflects comments which followed each other in a single group.

SUMMARY AND CONSIDERATIONS

QuickTake: Summary of Key Learnings and Considerations

PRODUCT TASTING FEEDBACK

- Participants could easily distinguish between the Azere and Quiber products and had a decided preference for the Quiber versions
 - Preference was based on unbranded concepts and products. As such, the potentially stronger brand appeal of Quiber vs. Azere was not a factor in product taste preference
 - While the Azere products were considered “unique,” they were unique in “overpowering” or “weird” ways
- The Azere concept statement did not seem to hold great appeal on its own; the products “under-delivered” relative to concept expectations. (The situation was reversed for Quiber product, where the products were more appealing than the concept statement)
- The single biggest negative associated with the Azere products was the proportion of juice flavor relative to coffee flavor
 - The juice/coffee combination is unusual enough to begin with. The 15% juice reference in the concept statement seemed to indicate a “hint” of juice flavor (more like tea with orange); what they consistently reported was a displeasing 50/50 coffee to juice ratio

EDUCATION RELATED TO CONCEPT STATEMENTS

- Participants didn’t have an understanding of what “green coffee” or “coffee berry superfruit” is or the benefits associated with it (e.g., antioxidants)

RECOMMENDATION

Reformulation: The current version of the product does not seem strong enough to pursue without major reformulation

CONSIDERATIONS

Is there room in the marketplace for a juice + coffee product? It seems that this will depend on how the product is positioned and how it tastes. Three alternative positionings emerged as possibilities from this research:

Coffee with a Hint of Juice (aka Flavored Coffee): A logical line extension for the Azere brand. Rich coffee flavor should dominate. Juice is to be used as a light, natural sweetener. Cream and/or chocolate could be included to help create a new category altogether

Healthier Coffee: A direction compatible with BRAND [mandate], this product could taste similar to the above, but emphasize the antioxidants of green coffee and the lower calories relative to current RTD products. (The latter two product benefits were liked by participants.) *Note: this general direction could compete with [redacted]*

Juice with a Natural Kick of Caffeine: Another aspect of the tested Azere concept statement which was liked was the “natural kick of caffeine” from green coffee. Because the Quiber product tasted so much better than Azere, Azere could be reformulated with a juice emphasis to compete with Quiber product. However, this reformulation might be better introduced as another brand, such as [other brand name] (Azere is not a logical fit)

KEY FINDINGS

KEY FINDINGS

Reactions to Tasting Prototypes

Participants had tried and evaluated two Azere prototypes and three Quiber products prior to the focus group discussions. This was an unbranded (masked) evaluation. They did see the full concept statement at the end of the quantitative evaluation and some of their comments reflect the language of the concept statements.

Overall Reactions to Prototypes

- ▶ As expected, participants had no trouble distinguishing between the Quiber and Azere options due to taste and carbonation.
- ▶ The general consensus was that “some were good and some were bad.”
 - Generally the “carbonated” versions were liked.
 - *“The pomegranate raspberry one, that was good. And I thought that when I came in...things were cold or frozen, so I wasn’t expecting like a juice drink – but it was so good. That one was really good.”*
 - The “coffee” versions were not typically liked; they were almost too unusual.
 - *“It tasted like somebody left a little bit of coffee in their coffee mug and they poured some juice and it didn’t mix.” “Like oil and water.”*
 - *“It’s definitely interesting, but I don’t know if I could ever get used to it.”*



Keyword Associations with Products

Participants were asked what three words/phrases they'd use to describe each product version to a friend.



- ▶ Reflective of the generally positive reaction to the Quiber prototypes, participants said they'd describe these products to a friend as “refreshing,” “fruity,” and “sparkling/carbonated.”

- ▶ Reflective of the *less* positive reaction to the Azere prototypes, these same participants said they'd describe the products to a friend as “unique” and “interesting,” but this was almost always qualified with negative comments like “overpowering” or “weird.”

Reactions to Product Concept Before Tasting

- ▶ Participants were asked how they *anticipated* the products to taste based on the concept statements, and if the actual products – once tasted – delivered, under-delivered, or over-delivered based on those expectations.
 - For Quiber, the product actually exceeded expectations based on the concept description for many participants.
 - *“I was expecting like an overwhelming energy [bad] flavor and didn’t get that at all.”*
 - *“I looked at it and I thought it wasn’t going to be good and then I tried and I was like, whoa, this is really good.”*
 - For Azere, the product actually tasted worse than they expected based on reading the concept statement (which didn’t appear to sound overwhelmingly appealing on its own).
 - *“I thought it was going to be more coffee with that little hint of fruit but it was just too much like fruit. [What made you think it was going to be a hint of fruit?] 15%, I just thought it was really going to be more like coffee.”*
 - *“No, just by looking at it, I thought it was going to be something different like what they said [coffee with an infusion of fruit], and when I tasted it, I’m like ‘what the hell is this?’ and immediately I was like, egh.”*
 - *“I was expecting something tastier...It didn’t have such a strong aroma of coffee with the Cherry Berry. I thought they could have done a better job of making that product.”*
 - *“I liked the concept, but once I tried it, it went down the drain.”*



Detailed Reactions to Quiber Products

LIKES

Taste

- Flavors – Generally well liked
 - *“I personally think they did a good job doing the fruit flavors...I could taste both individual fruits in it.”*
- Energy – Better than energy drinks
 - *“I would definitely pick this over Monster or Red Bull...The taste is much better.”*
- Carbonation – Light/not too much/adds to refreshment
 - *“Liked how the carbonation wasn’t overpowering.”*
- Healthiness – Could taste “goodness” of ingredients
 - *“It had ginseng in it and the vitamins, I could taste [it]...that’s a good thing. It definitely picks you up.”*

Aroma

- Aroma – Added to taste appeal
 - *“Good aroma...when I smelled it, it smelled good.”*

Colors

- Colors – Reinforced product claims of “real”
 - *“Looked nice...colors were very pleasant.”*

Occasions

- Use Occasions – Could envision how they might use product in their lives
 - *“Like if I’m jogging or something or doing some kind of exercise, I would rather drink this than soda. And it would go hand-in-hand with like a Gatorade actually.”*

DISLIKES

Aftertaste – The most pronounced dislike was the aftertaste that some reported; this issue seemed to apply only to certain flavors

- *“The aftertaste for certain ones was too strong.”*
- *“I thought the carbonated tasted a lot like Crystal Light – like a really diet, artificial taste to it.”*

Flavors – Not all flavors liked by everyone

- *“I didn’t like the strawberry lemonade and that’s my favorite flavor, but there wasn’t enough tart for me.”*

OTHER ISSUES

Green Coffee – Participants hadn’t heard of green coffee before. While more explanation might be needed as to what it is, the fact they can get caffeine from green coffee without the strong coffee taste was “just the way it should be” for most participants for this product

- *“You can taste the good flavor but get the [caffeine] feeling of it. [Would you add more or less coffee flavor?] I’m good.”*
- “Hint of Coffee” Audio Excerpt – Group 1 [click to play]



Detailed Likes/Dislikes For Azere Products

LIKES

Taste – Typically not liked very much at all

- *“I liked the berry one more than the other one but I just don’t like that one enough to even say, to call it a ‘like.’”*

Texture – Rarely commented on, but a couple did think it was better than the super-thick coffee beverages

- *“For a cold coffee drink, I liked the body. That was one aspect I liked about it, it wasn’t as thick as most cold coffee drinks.”*

DISLIKES

Taste

- 50/50 mix of coffee and juice: proportion tasted off; most felt it should be coffee with a hint of juice
 - *“Right now it seems like it’s half and half, it just doesn’t go.”*
 - *“If it was just a little bit [of fruit] but with this it feels like it’s just half and half.”*
- Odd aftertaste reported by many; some said didn’t even taste as good as energy drinks (which they don’t think taste good either)
 - *“Tastes a little like medicine to me...[and] it wasn’t too refreshing.”*
 - *“It wasn’t a strong enough back-end [flavor] to go with that burst of cherry in the front-end.”*
 - *“Whatever the artificial flavor or the artificial sweetener, I would definitely cut that back.”*
- *Summary Question in Group 2: “[Moderator] So there’s nothing here that we’re dealing with that you really like about the coffee product?”*
 - *“No.”*
 - *“It’s just weird.”*
 - *“Yeah, because it’s fruit. If they had something like, that’s why you see creamers of hazelnut or vanilla, those are complements. This is like opposite.”*
 - *“This is what could go wrong with coffee. This is exactly how not to make coffee - put fruit in it.”*

Product Appeal

- The idea of the product didn’t sound too appealing from a concept perspective, which was reiterated during the more detailed discussion
 - *“I really like coffee taste in general but I just didn’t like the combination.”*

Color

- Some felt the color wasn’t visually appealing
 - *“The color...it’s just like whoa.”*

Aroma

- A few people didn’t believe the product smelled good

Note: Suggested product improvement comments made in this and other discussion sections are on the following page.

Suggested Improvements For Azere Products



Currently tastes 50% coffee and 50% fruit juice. Participant Recommendation: Make coffee much more dominant relative to juice

- The coffee flavor tastes weak and of poor quality to many. When asked, the preference was that this be a “coffee drink with a hint of fruit” vs. the other way around
- Further the flavors were competing with one another, not complementing
 - *“Like with tea, how you can have an orange tea and it’s not overbearingly fruity. If they can find a way to do a hint of...orange in your coffee...that would be way more appealing.”*



“Add some cream.” Insight: This suggestion from a couple of participants across two groups might have been offered as a “known” way to mute the juice flavor and make it more like a coffee drink



The juice/coffee blend is completely unknown. Insight: Add some chocolate. Chocolate is a flavor which in desserts is combined with coffee and fruit, so this broader idea might be worth evaluating

- *“I would say...they need to go back, make strong choices. They seem like not sure. Like the Sunburst Orange, and Cherry Berry, it’s not full enough...they need something to help blend it with [like] chocolate, or something. The choices that they put together, it’s like why are you choosing these two? What kind of berries with that cherry and why? Because like I said, it just falls out in the middle.”*

Where Expect to Find Products in Store

- ▶ Participants varied in where they thought products would be found in grocery/convenience stores.
 - Most common answers for Quiber prototypes: with specialty sodas and waters, with other energy drinks, and with sports drinks
 - *“Either soda or the flavored water section.”*
 - *“In between the soda kind of going toward the energy drink section.”*
 - Most common answers for Azere prototypes: with or near the coffee/tea section
 - *“You could put it like how the Quiber has theirs on the shelf but yeah it definitely would be in the refrigerated area [that] would be the first place you would want to look for it.”*



KEY FINDINGS

Concept Statements

When participants were taste testing the products, prior to the focus groups, they were shown the full concept statements.

At the very beginning of each session, post introductions, participants were given copies of the concept statements and asked to circle the things they liked, underline the things they didn't like, and put a question mark next to those things they found confusing. They were also asked to rate their interest in each product using a 5-point scale. Discussion of this exercise and of these statements took place much later in each session. Their reactions to the unbranded statements are summarized here.

CF

Introducing a line of New Beverages

A fruitier, healthier way to enjoy coffee.

The natural flavor and antioxidant power of the coffee berry superfruit is packed into a refreshing beverage with a deliciously tart fruit taste and a hint of coffee.

- Made with real juice (15%) and coffee berry extract
- Naturally-occurring antioxidants from the coffee berry superfruit deliver twice the antioxidant benefits of green tea
- Infused with roasted coffee for a delicious flavor and natural kick of caffeine
- 100 calories per 12 oz can
- Comes in Sunburst Orange and Cherry Berry

It is a refreshing, healthier way to enjoy the coffee you love.

Look for them in grocery & convenience stores.

CF – Azere

Net Direction: When reading the concept statement, most participants didn't think it sounded that appealing; actually tasting the products, and the strong level of dislike for them, created a situation where the concept statement claims were questioned. At some level, we believe, the questioning was a means of justifying their dislike for the products. As such, it's hard to provide direction for refining this statement based on this consumer feedback

Main Idea: Unaided – “coffee + juice” message; only youngest group recalled “healthy” aspect of message. When looking at the concept statement (aided), the “healthy” message was seen by everyone

Key Benefits: “Antioxidants,” “roasted coffee” and that it was a “new idea” were mentioned as key benefits, but as the product wasn't well liked, it was hard for participants to communicate the key benefits
 — *“It doesn't fit anywhere in my life.”*

Likes:

- Product sounded like a lighter option compared to other RTD coffees, plus it had additional things (antioxidants) which were good for you
 - *“A lighter way to have...the coffee drinks [which] are really kind of full of sugar and funky stuff. This is a little bit lighter if you're trying to have a lighter drink and it has the benefits of [juice and antioxidants].”*
 - *“I like the ‘twice the antioxidant benefits of green tea.’”*
- The calorie count wasn't thought to be that bad compared with other RTD coffees, but compared with the other concept, quite a number did notice that the calorie count was higher (100 vs. 60)
- Terms like “infused,” “delicious” and “natural kick of caffeine” were often liked

Other:

- While “antioxidants” was a term heard before, both “coffee berry” and “superfruit” were unknowns for most participants
- The use of the word “fruitier” wasn't liked by many – considered a “weird” word
- Quite a few felt that it was a stretch that a coffee beverage could be “refreshing” or “healthy”
 - *“The thought that a coffee could really be refreshing was a bit odd to me.”*
 - *“I don't know if you can sell ‘healthy’ and ‘coffee.’”*
- While the idea of “infused” and “roasted coffee” were liked, there was some question of how the two went hand-in-hand
 - *“I thought it was a little misleading. Because it makes it sound less coffee-ish.”* *“...Like the coffee is an after-thought.”*
 - *“Roasted coffee just doesn't mix with these ingredients.”*
- Many felt the percentage of juice wasn't believable – as described earlier, it actually seemed like the percentage of juice was higher
 - *“The 15% is kind of a weird number to throw in.”*
- Flavor names were thought to be generic
- Youngest group didn't like the word “tart” – which they associate with sour

SE

Introducing a line of New Beverages

Natural energy from juice.

These are lightly sparkling, ready-to-drink beverages made with real fruit juices, green coffee, and energizing ingredients for a refreshing boost anytime.

- Lightly carbonated beverages with 25% juice
- Infused with green, unroasted coffee extract for a kick of caffeine without the coffee taste
- Natural energizers like Vitamin B and ginseng
- 60 calories per 12 oz can
- Comes in Strawberry Lemonade, Raspberry Pomegranate and Orange Melon

It is a new kind of coffee experience that quenches your thirst and boosts your energy.

Look for them in grocery & convenience stores.

SE – Quiber

Net Direction: This concept wasn't as appealing as the actual products were. The statement used for this research was created, as we understand it, to parallel the Azere product, but this isn't exactly how Quiber positions the product. They say "ABC" and position it as a XYZ, with no mention of carbonation. Participant reaction seems more consistent with the actual product positioning

Main Idea: A healthier alternative to bottled coffee, with "energy" being an idea which emerged when looking at the statement (aided)

Key Benefits: Higher juice content (25%) with only 60 calories, plus other "healthy" ingredients like Vitamin B and ginseng

Likes:

- Refreshing on a hot day or when working out; not too carbonated
 - *"On a hot day you don't want to have anything too sugary or too carbonated. I would like this."*
- A "healthier option"
 - *"It just screams healthy."*
 - *"It seemed they were trying to make coffee a little more healthy and to add something to it and since it's unroasted green, you need a little more kick, so they had to put the B and the ginseng so it gives you...a little more nutritional value."*
- Calorie count is very "reasonable" for those who count calories
 - *"60 calories is pretty good for a drink. Because usually with coffee, you don't even realize you're drinking your calories. If I have my Grande whatever, it's like 300 calories or something crazy. It's a meal."*
- The flavor combinations sounded good

Other:

- While a newer idea, the absence of coffee taste is questionable for some, as is the energy message
 - *"I didn't like 'the new kind of coffee experience' as a lead-in sentence...I definitely don't taste the coffee."*
 - *"I would say a new kind of caffeine experience."*
 - *"What kind of juice is giving me this natural energy...like does strawberry juice give me energy suddenly? I just don't like it."*
- Typically no awareness of "green coffee"; some thought this was tied to environmentalism in some way
- Some didn't like the "artificial sweetener" taste
- Interestingly, the packaging was discussed in a couple of groups; some didn't like the cans, but couldn't see this in glass if used to replace a sports drink
 - *"Because if it's going for health and with all of these vitamins, energy, you're going to be doing something active so [packaging should be something other than a] glass bottle."*
 - *"Those big Monster drinks, those come in cans but I don't think [this product] falls into that category."*

KEY FINDINGS

The Role of Brand

Who Might Be Launching Tasted Products

- ▶ Participants were asked which companies they thought might bring these products to market. The following companies were mentioned:

- Alternative soda and tea companies (and other bottled beverages)

- Sobe
- Hansen's
- Arizona
- Snapple
- Vitamin Water

- Coffee companies

- Quiber
- Nescafé
- Azere
- Coffee Bean
- Starbucks
- Folgers

- Juice companies

- Ocean Spray/Minute Maid/Hi-C – grocery store bottled juice companies
- Jamba Juice
- Roebeck's





Brand “Debate” Exercise

- ▶ The goal of the brand “debate” exercise was to hear participants articulate why Quiber and Azere were the likely brands behind introducing these products to market. The exercise was done assuming that one company was behind both product varieties.
- ▶ Because participants had brainstormed possible companies in response to an earlier question, and Azere had always come up, Azere was always one of the brands in this debate. In the first two sessions, Quiber was the other company; in the third session, Ribbon was the company participants were most convinced was behind this “new product,” so it was the opposing brand for the debate.
 - Participants were divided into two teams and spent roughly 5 minutes before coming back and presenting their “case” to everyone. In some instances, the “case” included pros for their brand and cons for the other brand. (↑ ↓ arrows used below to distinguish pros from cons.)

Azere **The Affordable, Accessible Global Explorer**

- ↑ Less premium than Quiber
- ↑ Always in grocery stores
- ↑ X-type company
- ↑ Explores and experiments with new products (yet not “innovator” status); youngest participants see it as “Y” company
- ↑ Redacted
- ↑ Doesn’t have a product like this now
- ↓ [Redacted] heritage doesn’t make fruit direction believable (no connection to other brand owned)

Quiber **The Innovative Leader**

- ↑ Always introducing/offering innovative products; powerful [redacted]
- ↑ Moving in “X” direction already
- ↑ Currently has [Y] offerings in stores
- ↓ Already offers sparkling fruit drinks and other similar options

Ribbon **The Bottled Z Innovator**

- ↑ Always introducing new flavors of Z
- ↑ Perceived as a healthier option
- ↑ Makes sense they’d move into bottled coffees to increase market share
- ↓ With younger participants, company seen as a “has been”

Post-Concept Brand Discussion

- ▶ Participants were asked if they thought Azere or Quiber was the developer of the products we'd been discussing.
 - More people felt that Azere would be behind the “coffee” product and that Quiber would be behind the “carbonated juice” product.
 - *“When you think of BRAND, you think of coffee – at least that’s what I do. That’s the first thing that comes to mind.”*
 - *“I could see Quiber doing both, either the juice or the darker looking ones, however, having tasted [the latter], the coffee tasted very weak in it or diluted and I wouldn’t imagine Quiber making a drink very weak.”*
 - *“Quiber. Azere doesn’t make anything. They don’t have anything with ginseng or Vitamin B.”*

- ▶ “Refreshing” was a key product claim in both statements. When asked if one brand could introduce a product which was “refreshing” better than the other, the general consensus was that product trumped brand. That is, brand didn’t really factor into their responses to this question.
 - *“When I think refreshing I think cold and when I’m thinking coffee I’m thinking warm and comforting rather than something that’s refreshing.” “I don’t think of coffee as ever being refreshing, even when it’s cold.”*
 - The impact of the word “refreshing” in advertising might attract them to try, but if the product didn’t deliver, retrial was unlikely.
 - *“I think it would make me buy the coffee one the first time. Because it’s misleading, I think it has such a heavy taste/feel to it that it’s not refreshing at all [and I wouldn’t buy it again]. But I would keep buying the juice [version] because it’s an important word to use to describe it.”*



Post-Concept Brand Discussion (Continued)



- ▶ Participants were asked: “Would it make more sense that [company] is offering a natural energy drink that’s also refreshing or a beverage focusing on a healthier way to enjoy coffee that’s also refreshing?”
 - Quiber – slightly more than half of the participants felt that Quiber would be offering the “natural energy” option vs. the “healthier” option.
 - *“Why would you advertise a healthier coffee for Quiber saying there’s a healthier alternative and then people start looking at the calories and stuff and realize their old product of Quiber, maybe it is not as healthy, maybe they’re oblivious to it. Why would you shoot down your original?”*
 - *“When I think of Quiber, I can get a boost of energy from their coffee and most of their drinks.”*
 - Azere – with a strong coffee heritage, many felt the “healthier” option was the better fit; however, quite a few thought the “natural energy” option was the right way to go to distinguish a new product from its current offerings.
 - *“Definitely [Azere would] introduce the [healthier] coffee.”*
 - *“I think ‘energy’ because they’re going to have to market it and you don’t go into it and you don’t have a person that they’re even talking to you. They don’t have the warmth that Quiber has. That’s all they have so they need something fast, quick on-the-go.”*
- ▶ Participants were also asked if the “carbonated juice” product had a hint of coffee; as reported earlier, they did not taste the coffee, but liked the caffeine boost it offered. When asked in post-concept discussion if it was “okay” that Quiber offer a product without the taste of coffee, no one had an issue with this as they know Quiber offers many beverage (and food) choices today.
 - *“They have green teas...they have other teas as well.” “You get the same effect with the caffeine [without tasting the coffee].”*

Other Comments for BRAND

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- ▶ Open to BRAND. Across the board, participants seemed open to a new, good product from BRAND.
 - *"I would try it if it were more of a coffee thing than a fruit thing."*
 - *[On a coffee/juice product from BRAND] "Who's to say why they can't put out a different product?" "They're trying to give something new."*
 - *"It would make me take notice of BRAND." "It's a bold, new direction to...get people talking about them."*
- ▶ Message Content. Across the groups, many thought the "coffee" message was overstated in the Azere concept statement.
 - *"The one thing I did notice that the BRAND, I guess the coffee drink, they reference the word 'coffee' 7 times, like they were really trying to get it in your mind. So if this were to be a commercial, I would be like 7 times the 'coffee bean' flashing in your face versus [Quiber] which was two times and it read caffeine once."*
- ▶ Education. With detailed explanation and definition about coffee berry and antioxidants, the youngest participants warmed up to the idea of how this product could be a healthier option.
 - *"People are addicted to caffeine so they go for that. You [explain about the coffee berry] and the antioxidants and everything, [we'll understand why it's] healthy."*

Other Comments for Azere (Continued)

- ▶ Calories. For several members of the age 25-34 year old group who did not care for the aftertaste of the Quiber product (tasted “artificial”), the slightly higher calorie count for Azere was acceptable for the more “natural tasting” product. Still, they wondered if the calorie count would be different if the product-flavor profile were adjusted:
 - *“Would the calorie on the coffee one be lower if we raised the coffee taste and lowered the fruit juice taste?”*
- ▶ Product Usage. While we don’t believe that the answers to this question have much value (as people weren’t interested in buying Azere as it is currently formulated), most people thought they would use a refined Azere coffee product in place of any between-meal beverage (which might be a Quiber option, a Gatorade, soda or something else).



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APPENDIX

Discussion Guide Embedded