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## The Evolution of the Mattoni Brand Logo of the Company Mattoni 1873

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### **Abstract**

Brand, branding and rebranding are phenomena of today. Brand and brand management are talked about in many contexts today, one of which is the strength and power of the brand. We are currently dealing with a number of branding and especially rebranding campaigns across the entire spectrum of products and services. What does brand, branding and rebranding bring and what does a long-term strategy in the field of rebranding look like? These are the basic questions we want to answer in our study. We chose the Czech brand *Mattoni* from *Mattoni 1873*. The goal is to show what a strategic approach to rebranding should look like and what brand and identity elements are part of it. At the same time, we want to point out that rebranding is not just a change to or updating of the logo, but that it is a conceptual and sophisticated system of logical steps that are not static, but reflect development trends. We draw information from generally available secondary data, as well as information provided by the company *Mattoni 1873*. The complexity, strategicness, long-term and precision of the rebranding of the *Mattoni* brand is an example and at the same time an

inspiration for the correct grasp of the rebranding as a whole.

### **Keywords**

Brand. Branding. Company. Mattoni. Rebranding. Strategy.

## Introduction

Nowadays, consumers are offered more and more different variants of any given products and services, and sometimes it happens that the supply is much greater than the demand. Everywhere we see different packaging, names and slogans, which mostly describe one type of product. However, it is very important for each product to stand out from the competition, as well as to be recognizable to existing or future consumers. Today, companies deal extensively and very intensively with marketing strategy so that their brand is able to remain among the first on the market and to make this impact as long-lasting and effective as possible. Many people, even those who have their own brands, are looking for an exact answer to the question: What exactly is a brand? The term "brand" first appeared more than half a century ago in connection with the way farmers could identify their animals. Later, in the late 1880s, when bottled Coca-Cola began to be sold, the same principle was used. Brands played a major role in the process of distinguishing them from general competition or non-proprietary goods<sup>1</sup>.

Brand expert, Seth Godin, said that a brand is the intangible sum of a product's attributes<sup>2</sup>. Philip Kotler defines a brand as someone's

perception of a product, service, experience, or organization<sup>3</sup>.

Kevin Lane Keller defines a brand first by explaining what a brand is not, i. e. brand is not a logo. A brand is not an identity. A brand is not a product<sup>4</sup>. Another definition of brand says that a brand is a person's feeling about a product, service or organization<sup>5</sup>. Or it is defined by the simple statement that when your factory burns down, the brand is what remains<sup>6</sup>.

However, the most widely used definition of a trade mark or brand is the definition by the American Marketing Association, which states that a brand is a name, term, sign, symbol or design or a combination of these factors used to identify the products or services of one or more sellers and to differentiate them from competitors on the market<sup>7</sup>. Branding tries to use all the elements of the brand identity to associate the product with its essence. When a brand is built well, there is a strong connection between the idea and the identity. Branding is a process of constant struggle between consumers and producers. It connects 5 elements: positioning, story, design, price and relationship with the customer. Design plays the most important role, which

starts with product design and goes on to advertising and other marketing tools. It is the label, the content, the basis, the name, but also the essence of the thing. The story must be good and emotional so that the customer wants to hear it again. Price is an important but less obvious element of branding. Pricing policy is very important mainly because of brand competition, so many companies avoid short-term price cuts, which have long-term damaging effects on brand image. Customer relationship management, or CRM, is, used by companies for reasons of trying to prove to us that we are important to the company.

Branding is a unique way of functioning of a brand. A brand can be anything, but a brand only becomes a brand after a certain period of its operation<sup>8</sup>.

Branding can be anything that gives a brand a specific identity, or branding is what people say about you when you're not in the room<sup>9</sup>.

It is the process that identifies and gives a "name" to an organization, company, product or brand. Mostly, it is a strategy that can build a quality brand in the minds of consumers and help it give customers a reason to prefer it to other brands. This is one of the benefits of branding, consisting of the fact that a current or future client will remember the brand faster. A strong brand helps a company or firm

1 KELLER, K. L.: *Strategické řízení značky*. Prague : Grada Publishing, 2007, pp. 14-25.

2 GODIN, S.: *Fialová kráva: marketing konečně jinak! = Purple Cow : Transform Your Business By Being Remarkable*. Prague : Fragment, 2010, p. 48.

3 KOTLER, P., KELLER, K. L.: *Marketing management*. Prague : Grada Publishing, 2007, p. 482.

4 KELLER, K. L.: *Strategické řízení značky*. Prague : Grada Publishing, 2007, p. 76.

5 KELLER, K. L.: *Strategické řízení značky*. Prague : Grada Publishing, 2007, p. 76.

6 KOTLER, P., ARMSTRONG, G.: *Principles of Marketing*. Harlow : Pearson Education Limited, 2017, p. 186.

7 American Marketing Association. [online]. [2023-01-31]. Available at: <<https://www.ama.org/>>.

8 HEALEY, M.: *Co je branding?* Prague : Slovart, 2008, p. 98.

9 GODIN, S.: *Fialová kráva: marketing konečně jinak! = Purple Cow : Transform Your Business by Being Remarkable*. Prague : Fragment, 2010, p. 48.

maintain a high competitive position on the market. The way it works most often is that if a consumer is shown two different products, where one of them is branded but the other is not, the customer will be influenced to think that the first product is of higher quality. Most people are convinced that a brand is part of a product, service or product that carries quality and value.

It is necessary to understand exactly what the brand is built on and what are its most used and most effective types.

According to Matthew Healey, author of the book *“What is Branding?”*, there are five basic elements in the branding process<sup>10</sup>. These are positioning, story, design, price and customer relationship.

Nowadays, the concept of rebranding is appearing more and more. Rebranding generally means changing the brand. Rebranding is essentially a change in the entire marketing strategy, as there is a change in the logo, brand name and overall appearance. However, it should not only be an external change, but the company should try to improve the quality level of the products and services offered, the approach to customers and the internal culture. Partial changes, such as changing the packaging, are not rebranding at all. These changes do not affect the core of the brand, but only the visual presentation. It is important that all

organizational units that follow the policy and specifics resulting from this change, such as a change of letterhead, new business cards, new colors or new uniforms, are included in the rebranding. Closely related to rebranding is the change of the old corporate mindset to a new one. Rebranding is divided into two parts – evolutionary and revolutionary rebranding. The division is according to the change in marketing aesthetics and brand positioning. Evolutionary rebranding is characterized by minor changes in aesthetics and positioning. An example of this type of rebranding is changing the company logo. Revolutionary rebranding is characterized by fundamental changes in aesthetics and positioning. Rebranding includes not only a change of style, logo or slogan, but is primarily related to building new relationships with customers. We need to know that there is also a special term “micro-branding”. In this case, the changes relate to the company’s corporate identity and logo, which supports targeted brand improvement<sup>11</sup>. Successful rebranding increases brand competitiveness, increases customer loyalty and adapts the product or brand to new market conditions.

There are three types of rebranding<sup>12</sup>:

- Brand renewal  
This type of rebranding serves to restore the current brand. It can be refining the specifics that keep the

brand up-to-date. Renewal is used when the company’s logo and image are outdated or there has been a slight shift in strategic goals. The evolution of the *Apple* brand logo can serve as a good example.

- Merger of two brands (merger)

A brand merger combines two or more brand platforms into one. If the merger is successful and the combination is a good benefit for all (both) companies.

- Total rebranding

This kind of rebranding represents a total change. It includes a new approach and strategic direction for the entire brand platform. And this applies to both external and internal changes.

## 1 Objective and Methodology

For the analysis of the rebranding, I chose the *Mattoni* brand of the company *Mattoni 1873*, which is one of the leading European producers of mineral water and soft drinks and is at the same time an example of a strategically marketing-driven company placing maximum emphasis on corporate identity as a whole. The aim of this study is to examine in a historical context the steps in the rebranding of the *Mattoni* brand as the main brand of this company, and to show the position of the rebranding within the brand as part of the corporate identity using this practical example.

As a research method, I chose desk research, i.e. all secondary data from various sources. Secondary data analysis was chosen with regard to the focus of the research and the type of researched data. The

<sup>10</sup> HEALEY, M.: *Co je branding?* Prague : Slovart, 2008, p. 162.

<sup>11</sup> KELLER, K. L.: *Strategické řízení značky*. Prague : Grada Publishing, 2007, p. 268.

<sup>12</sup> Ibidem, p. 270.

Introduction section mainly contains electronic and printed resources from experts who focus on the brand and the issues related to it. The Results section includes secondary data from the company *Mattoni 1873*, specialist portals in the given issue and other printed or electronic sources. I used logical methods - analysis, synthesis, comparison, deduction and explanation, as well as methods of content analysis in the theoretical part of the paper.

## 2 Results

*Mattoni 1873, a. s.*, is the largest producer of the mineral and spring waters *Mattoni, Aquila, Magnesia* and others in the Czech Republic. It is a Czech-Italian company, founded in 1873 by Heinrich *Mattoni*, who was born in Karlovy Vary, in Kyselka. It is there that the main sources of mineral water are located, such as the Kyselka plant and Munich. The company has 522 different types of drinks from still to fruit drinks, employs 3,200 employees and sells in 20 countries around the world<sup>13</sup>.

*"In the cradle of the mountains lies a lovely valley that is admired by numerous guests from abroad. They marvel at its tranquility, its forests and its life-giving spring. That spring heals the sick and bubbles beautifully in a glass"*<sup>14</sup>.

As has been said, the company's history begins in 1873, when Heinrich

*Mattoni* founded the company *Mattoni* in Kyselka. He supplied his exceptional mineral water to the Viennese imperial court and overseas. Since 1994, *KMV* has been part of the Italian business family, Pasquale. The first owner, who also built the company at the same time, was Antonio. After him, this work was taken over by his son, Alessandro Pasquale, who is the CEO of the company even today. Today, the company owns the Czech brand *Poděbradka, a. s.*, which is the producer of *Poděbradka* mineral water. It also owns the brands *Dobrá voda, Aquila* and *Hanácká kyselka, a. s.*, Hungarian *Szentkirály Ásványvíz* and *Kékkúti Ásványvíz*, Austrian *Waldquelle* and Swiss *St. Moritz Mineralwasser*. It also distributes drinks such as *Granini, Schweppes* and *Dr Pepper* in the Czech Republic (since 2012). From 2019, the Serbian Knjaz Miloš is also part of the other products<sup>15</sup>. In 2018, the company was bought by *PepsiCo*.

Karlovy Vary mineral waters strive to build world-renowned brands with a distinctive image that will contribute to increasing the quality and culture of drinking around the world. The company participates in the cultural, sports and social life of the Czech Republic. It also supports projects related to the protection of nature and the environment. The largest customers include Slovakia, Germany and Austria, others are Russia, the USA, the United Arab Emirates, Israel and Australia.

The company started its production

149 years ago (1873 – 2022). During this time, the company has launched several rebranding campaigns. Since the company has created a strong brand for the individual products it offers, there was no need to carry out a complete transition of the marketing strategy of the entire company. This was mostly a change of logo, slogan, packaging or overall graphics, advertising sources or even the name. However, for successful companies, rebranding is a way not to get lost in the huge local or international market, where newer and newer products appear every day and competition is growing rapidly.

A big change and a new beginning for the company was the takeover of the company by the Italian family Pasquale, who invested heavily in the 1990s. In 1994, *Mattoni* was privatized. And the then Karlovy Vary mineral waters (currently *Mattoni 1873*) acquired its current form which has become known throughout the world for several decades.

The given period for *KMV* marked the beginning of communication between the producer and the consumer through advertising. The best communication tool of the marketing mix was definitely the use of TV spots. *Mattoni, Dobrá voda* and *Aquila*, which belong to *KMV*, presented their first advertisements on TV.

An interesting fact is that *Mattoni* did not change its symbol during all this time. The eagle was already a traditional part of the coat of arms of the Heinrich *Mattoni* family, which is why it still appears today not only on the logo, but also on the labels. The first two commercials the company aired mostly showed images

<sup>13</sup> *Mattoni 1873*. [online]. [2023-01-31]. Available at: <<https://www.mattoni1873.cz/>>.

<sup>14</sup> Ibidem.

<sup>15</sup> Ibidem.

of nature paired with music and a description of what makes *Mattoni* different. In 2002, a new type of advertising was used for *Mattoni*, and *KMV* continued on this path. They were the first to use music in advertising their product (Barman, Sophisticated), which was not at all typical at the time. The slogan was: “Mattoni is no more”. This slogan even became popular and we can sometimes hear it used in speech, as a symbol of the quick sale of goods or someone’s slow response. The result was more people became interested and an increase in the overall interest in their products.

The redesign of the *Mattoni* glass bottle took place thanks to the collaboration with the Italian company *Pininfarina* in 2004. This company focused on a more luxurious design. “The change of packaging and placement in luxury restaurants so far indicates that it could also be a test of the market, how the new shape of the bottle will be accepted”<sup>16</sup>. The idea behind creating the design of the 0.33l glass bottle was to combine the traditional brand with minimalist packaging that captured the essence of the product.



**Figure 1: Redesign of the 0.33l Mattoni glass bottle, 2023.**

Source: own processing.

At the same time as the bottle was changed, the logo also changed, while the symbolic eagle remained in place. This time it appeared already in red. The *Mattoni* logo is placed over it. However, the change only affected glass bottles.



**Figure 2: Logo redesign 0.33l Mattoni glass, 2023.**

Source: own processing.

The company has intensively devoted itself to the visual aspect of its products packaged in bottles. A year later, a redesign of 1.5l PET bottles appeared on the Czech market. Back in 2010, *Mattoni* started its eco-campaign, which it continued in 2015. It launched a new eco-bottle with extra fine sparkling on the local market. Less plastic was used to make the bottle, but this year they came up with the idea of making the *Mattoni* bottle out of sugar cane. Today, the general approach to environmental protection is much more consistent than before, which is why *KMV* also supports this tendency. The new bottle consists of 30% plant-based ingredients and one-third sugar cane. In previous years, *KMV* invested tens of millions of crowns in ecological investments and innovations, which is why the given bottle became 100% recyclable from 2018.

Since 2010, *Mattoni* has been very active in the environment and recycling, when it launched advertising spots on *Mattoni* with an eco-bottle. This was the reason for further changes. “From bottle to bottle” is the principle that the brand followed, which should reduce the negative impact on the environment. They resolved the situation by unifying all their bottles with the same colour - light green. The current strategy consisted in multiple recycling of the PET bottle.

Karlovy Vary mineral waters sought to close the PET material cycle locally according to the principles of the

16 *Mattoni do nového oblékl návrhá Ferrari*. [online]. [2023-01-31]. Available at: <[https://www.idnes.cz/ekonomika/podniky/mattoni-do-noveho-oblekl-navrhar-ferrari.A040811\\_180201\\_ekoakcie\\_maf](https://www.idnes.cz/ekonomika/podniky/mattoni-do-noveho-oblekl-navrhar-ferrari.A040811_180201_ekoakcie_maf)>.

circular economy<sup>17</sup>.



**Figure 3: Redesign of 1.5l PET bottles to be 100% recyclable, 2023.**

Source: own processing.

The shape of the bottle is simple, the idea is based on the concept of water. The narrowed part for holding the bottle is solid, the bottle holds well, because people usually hold it somewhere around the upper third. The new bottom is an important element that significantly lightened the design visually, but also materially. As Jan Čapek says: *“It always bothered me that the design of all sparkling bottles on the market always ends 5 cm above the ground. It is there that the unified pattern of the petaloid begins in all of them, which is nothing more than a slightly rounded cylindrical termination with five brutal notches. A purely technical matter without a trace of aesthetics. The fact that the usual petaloid in its silhouette quickly reaches the full diameter of the bottle from the bottom makes the*

*bottles visually heavy. As if they were sitting on their ass. I wanted to avoid that. My main effort was to detach the bottle from the ground and integrate the bottom part into the overall concept. As a result, the bottle actually has no bottom. It is only a smoothly finished mass of the body, from which clearly articulated, independent legs stand out in dynamic intersections. In silhouette, this means that from the bottom, the main curve of the full-diameter bottle reaches high up at the label. This is what the Mattoni bottle relieves”<sup>18</sup>.*

Once the bottle redesign was complete, the first version of the logo changed once more. The logo had the symbolic form of an eagle, in connection with the company name.



**Figure 4: Redesign of the Mattoni 1.5l logo, 2023.**

Source: own processing.

The most significant change was the

rebranding of various parts of the brand. These are the name, logo and slogan. In August 2019, the Karlovy Vary mineral waters brand united a group of its member companies under the name *Mattoni 1873*. The new name that the company chose is very understandable and clear. From the beginning of its existence, the company devoted a lot to its traditions and roots, which were and continue to be very important for the brand. And that is why the name was chosen including the year from which the history of the brand began to be written, but also the name of the founder Heinrich Mattoni.



**Figure 5: Redesign of the Karlovy Vary mineral water logo to Mattoni 1873, 2023.**

Source: own processing.

Almost the entire logo has a new shape and colour, except for the irreplaceable eagle, which is the symbol of *Mattoni* and was born in the early days of the company. The new logo is much more modern, but still retains its roots. The name points to the origin and the silver colour in the given case can symbolize water, purity and perfection. The brand's new

17 AUST, O.: *Mattoni sjednotí barvu plastových lahví kvůli snazší recyklaci*. [online]. [2023-01-31]. Available at: <<https://www.mediar.cz/mattoni-sjednoti-barvu-plastovych-lahvi-kvuli-snazsi-recyklaci/>>.

18 LOUŠOVÁ, V.: *Nová 1,5l PET láhev Mattoni*. [online]. [2023-01-31]. Available at: <<https://www.czechdesign.cz/temata-a-rubriky/nova-15l-pet-lahv-mattoni>>.



slogan “Sources and tastes of Europe” is also on the logo under the eagle’s wings.

For the company, it’s a direction in which it wants to continue, but on the other hand, it doesn’t want to forget its heritage and roots. The slogan symbolizes what the brand focuses on the most – the origin and tastes that make it a leader not only on the local but also on the Central European market. The company’s name was changed on February 1, 2020, when it was entered in the commercial register<sup>19</sup>.

In the spirit of changing the logo and thus the entire brand identity, *Mattoni* continues to strongly reflect current trends. Above all, two are essential, which fall into CSR as a whole. *Mattoni* followed the healthy lifestyle trend during this period and launched the complete *Mattoni* Essence range. This series is flavoured mineral water without sugar. Like all other products, *Mattoni* essence is produced in 100% recyclable bottles, including labels and caps.

*Mattoni*’s role as a key market player and innovator is confirmed by the ground-breaking change that is the first circular *Mattoni* bottle with *Mattoni* returning it to glass and with these bottles being returnable. This is the first and revolutionary reflection of one of the most current trends in CSR, which is the circular economy.

*Mattoni 1873* is one of the main

pioneers in the Czech Republic in the re-use of not only glass bottles, but also PET bottles and beverage cans. It is the founder of the *Zálohujme.cz* initiative and participated in the implementation of the deposit system in Slovakia. The new *Mattoni* in a designer returnable bottle designed by Marek Míkovec is available on the market in sparkling and non-sparkling variants. A novelty on the Czech market is a unique divisible crate. This allows convenient handling and storage in the home. The customer takes away either 6 or 12 bottles from the store.



**Figure 6: Mattoni circular returnable glass bottle, 2023.**

Source: own processing.

In addition to original film footage, the campaign also works with the slogan “Returnable bottles are coming back”. The latter refers not only to the return of footage from film to TV screens, but also to the new cover.

### Conclusion

The aim of this study was to examine the steps taken for the *Mattoni* brand by *Mattoni 1873* during the many rebrandings, from its beginnings to the present day. It is interesting to evaluate the results of rebranding for the company and their contribution. Rebranding of the brand took place frequently. These are not always

complex changes, but mostly the company focused on renewing the assortment or on the visual aspect of the presentation of its products. Several times the company struggled with the bland branding of some products or its own identity, which over time led to the launch of rebranding. However, not a single transformation that the brand went through had a significantly negative effect. The company has proven many times to its consumers and competitors that it is a leader and aims to achieve further successes. A big advantage is the very approach of the brand to the given process. All the changes that the company went through in different periods led to an important step in 2019, when it decided to change its name – *Mattoni 1873*.

*Mattoni* is one of those brands that has always introduced something innovative to the market, but on the other hand has been aware of its origins and its roots. It is, in my opinion, a key characteristic that makes a given big brand successful. According to the results of the research, the company devoted a lot of attention to various sources of the marketing mix, using them to the maximum in order to be able to focus on a larger number of customers and target them directly, thereby expanding or changing the target group using retargeting. Each communication strategy was very different from the others and they never connected. Such a method could preserve any given product’s own identity, image and story, association with consumers, even though it is only one type of drink -

<sup>19</sup> *Karlovarské minerální vody završily přejmenování na Mattoni 1873.* [online]. [2023-01-31]. Available at: <<https://www.mediar.cz/karlovarske-mineralni-vody-završily-prejmenovani-na-mattoni-1873/>>.

mineral water, on which the whole brand was built from the beginning. *Mattoni* refers to strength and tradition. For a long time, the company used almost the same methods of promotion, which initially had a positive impact. Over time, it decided to include the Internet and other channels in the portfolio of marketing communication activities.

The reflection of the general trends of recycling and the circular economy is also key.

It is admirable how much the company is able to be in touch with its consumers, how it constantly works to increase their awareness and fulfill their expectations.

In conclusion, it must be said that *Mattoni 1873* is not only a product with a Czech tradition, it has a solid relationship with loyal customers, with life in all its manifestations and with the whole world.

### Acknowledgement

*This contribution is a partial result of the project Vega no.1/O6O6/21 Change in preferences in buying behaviour of consumers in the context of the dynamics of marketing communication tools development.*

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