Packing Repositioning As A Differential Strategy On Spiritual Beverages Market Management: Ron Montilla Case In Brazilian Marke

Nadia Kassouf Pizzinatto¹
Trajano Leme Filho²
José Edson Moysés Filho³

Abstract - This paper investigates the repositioning of package as a differential strategy on products managements, specifically on market of beverages called spirituals. It approaches a case involving Ron Montilla, a 50 years market product, with strong brazilian domestic market share segment. The study reveals how Positioning Product theory is applied to corporate activities, in order to maintain the product as a market main share on a long-term strategy. This is a descriptive paper, which uses the Case Study Methodology, analyzing the repositioning of the product from 1957 to 2005. As results, exploratory studies like this can be help the construction of the hypothesis, about the repositioning of the packing and how high it is considered as a critical factor on customer decision on products management.

Keywords- Marketing of Spiritual Beverages; Positioning and Repositioning; Packing; Differentiation; Products Management; Spiritual Beverages.

I. INTRODUCTION

The spiritual beverages market involves distillleds, classified in specific categories, such as whisky, sugar cane drinks, brandies, liquors, vodkas and runs. This market, faces the competition problems: similar products, substitutive products, trends of new companies introducing, dependence of small suppliers group.

In this scene, it assumes critical role of success the positioning, that can be used as strategy of differentiation in the Management of Products. The term “positioning” was considered by Mintzberg (2000) as one of ten strategy thoughts, it was also subject of an entire book written by Ries, Trout (1987) used by publicity and advertising areas. Currently it is defined by Hooley, Saunders, Piercy (2005) as “competitive positioning”. According to the authors, “it is statement of target markets, it means where the company is going to be inserted as market competitor, and its).”

References:

About¹Administrator and Economist. Doctor, Master and Specialist in Administration Affiliation: Uninove – University Nove de Julho (e-mail : nkp@merconet.com.br,Adress: Rua Samuel Nieves, 2030- 13.416-404-Piracicaba – S.Paulo-Brazil)
About²Administrator, Specialist in Systems Engineering, Master degree in Administration student Affiliation: Uninove – University Nove de Julho (e-mail: tleme@uol.com.br,Adress: Av Raimundo Pereira de Magalhães, 1720 Bl 22 Ap 142 - Pirituba, São Paulo)
About³Geologist, Specialist in Business Management, Master degree in Administration student Affiliation: Uninove – University Nove de Julho (e-mail: cezemoyes@laffriolee.com.br,Adress: Rua da Consolação, 2143, apto.181, Consolação- São Paulo)

differential advantage; or how the company is going to compete” (underscored ours) Positioning can be used as a strategy. The term strategy for Bateman, Snell (2007) represents “a standard of actions and resources destination to reach the goals of the organization”. The differentiation strategy can be used specifically in Products Management, which is defined by Hitt, Ireland, Hoskisson (p.155, 2002) as “an integrated set of actions to produce or to supply to good or services that, in the perception of the customer, present important differences for him”. These actions involve to adequate the product pack, in order to create a product positioning view on customer’s mind. It means anyway the way a company positions its image, brand or product in the market, it can be strategy do evidence products advantage compared to other competitors. Also involves adequate the product pack. Presás (2007) reports the importance of the packing in this context: “the packs were able to replace the salesman, through its design and informations, it made possible the self-service”. The author also affirms: [...] as consumption actions occurring directly in the sales place, the need of instantly identicable products became imperative. The packing turned into a publicity tool, transmitting a set of values in costumer mind, through images. This primordial moment, where the identification of the product occurs by its wrap or recipient, is considered as one of the visual communication main theory, still currently as the most efficient way for identifies and adds personality to a product.

Recent marketing literatures highlights the power of packing in the current sales system, it is associated to traditional function of the salesman: Since the diffusion of self-service in several sectors, packing was considered as a very valuable function for products sale. It is the silent companies salesman. The costumer finds several variety of brands and his final decision, will be mainly influenced by products pack. (ALBUQUERQUE, 2007).

There is no doubt that packs shall correspond to the image idealized by costumers, by its positioning, and also can be used a competitive advantage in Products Management, through a strategy of differentiation. Companies also use packs to achieve customers share of mind, with differentials as design, durability, cost, and also its ecological procedures.
This paper case is inserted in this scene, where it was investigated a repositioning of Ron Montilla packagings, from 1957 to 2005, as a strategy of differentiation in products management approaching spiritual beverages market.

II. BACKGROUND

A. Packing In Products Management

The word “pack” refers to packaging, bundling of products, with its wrapping or container. However, according to Moura and Banzato (1997) the packs concept turned more complex, which can have several means, mainly after World War II: [...] for a consumer it is a way to satisfy consumption desire; for marketing it is a way to attract the consumer and sell the product; for the designer it is a way to protect the product until its consumption, guaranteeing its appearance and conservation; to industrial engineer it is a way to protect products during its movimentation, transport and storage.

According to Cobra (1992), the main functions performed by packaging in the means of this complex conception are:

1. Positioning the product: to position the product on sales place or consuming public may be a differential factor in strategic marketing terms. The visual aspects and shapes can better position a product on its market segments and even help to find new market niches and opportunities unexplored.

2. Facilitating the use of the product: the increasing use of disposable packing for beverages (cans, plastic and glass), shaving blades and another products, proves the importance that the packaging has facilitated the use of the product. Effectively, the packing should always be appropriated to the type of products use.

3. Helping to sell the product: many of impulse purchases can be attributed to packing. The stimulus is visual, and here comes the role of packaging: attract attention through a good design, combinations of colors, patterns, formats, styles and illustrations.

Barbosa, Dias (2005) believe that it is still not possible easily set which is the importance degree companies attribute to packaging. However they believe that pack is a valuable marketing tool that propagates all size companies introduction. The pack is their only marketing tool to communicate with the costumer. Attractive and functional packs are able to influence the customer on sales place.

As the authors above cited, Olivera et al. (2003) affirm that the packaging became a powerful marketing tool and if it is well drawn, can add convenience and promotional values. In terms of Product Management research and considering the convenience and “power” of packaging, Campos & Nantes (2003) concluded that companies realized in a competitive market, it is not enough maintain products characterizes (as taste, color and fresh). The packaging concept expanded, turning into a product status, able to communicate with the same convenience language wherever it located.

Pinho (2002) also orients that the pack shall attend need conditions, to accomplish with its marketing function: to be an advertisement, to attract costumer attention, to be highlighted on sales place, to identify quickly the product, divulgate efficiently the brand, to have a clean and hygienic aspect, to be easy to handle, provide credibility e to add value to the product. The author also affirms that the primordial components of a pack are the label and design. The label usually is a target, with specific legislation, and accomplish with several function such as: brand identification by product name, type product classification, description of how, where and when, it was manufactured, its contain, how shall be used, and promotion through an attractive appearance. The design, how the concept of industrial drawn, means the planning e correct setting of the containers production, that search acception and utilization by the consumer, with priority of practical solutions of format, size and quantity of product inside.

For Mestriner (2004), the main attribute of the pack is related to marketing be a battle for perception and not products, it is able to aggregate new means and values to the product. So the packaging role involves the product role, of industry and marketing, the design has the responsibility to transmit everything costumer do not see, but represents a great productive effort to set in the shelves what modern industrial society can better offer. Under the marketing point of view, the author considers that marketing, in Products Management, shall involve:

1. Characterizes and size of the market segment where product is inserted
2. Characteristics of competitors and their participation in the segment.
3. Distribution and exposition the product with the characteristics of the channel chosen;
4. Target public and costumer behavior related to this product category;
5. Manufacturing companies image to the transmitted by the product, with the approval of the brand;
6. Visual communication of the category, which the product belongs to.

Ottoni (1995) reminds the importance of the packaging during products planning that must attend the following aspects:

1. Design - it involves the set of appearance, description of main product components. The author proposes that it shall choose a design with personalized shapes, which guarantee competitive advantage.
2. Packaging – the author recommends to research ways to turn the design attractive: format, text type, illustrations and other aspects, according to the impression it is desire to present for the target public, financial availability, remittance agility, handle etc.
3. Pricing – it is a product attribute that shall be related to its quality, to client benefits levels, the financial availability of the customer, and the importance that the product offered represents in the market, the way to instigate market to consume.
4. Brand- the name of the product shall be associated to the image that is desire to transmit, what is done through the Positioning.
5. Under this point of view, Sarmento (2006) affirm that to each product there is a correspondent positioning and specific brand. The author reminds that the brands may change according to its power and market value, for this there are some scales:

1. Brands that are not known by the majority of consumers;
2. Good level of brand knowledge;
3. High degree of brand acceptance;
4. High degree of brand preference;
5. High degree of brand loyalty.

The brand patrimony is directly related to the types of brand, with its recognition, with the quality perceived of the brand, with strong emotional and mental associations, and with other attributes such as patents and channels relationship.

For companies, which own high brand patrimony, there are many competitive advantages, just like:

1. Decrease of marketing costs, due to customer loyalty to another brand;
2. Higher bargain power with the distributors and retailers, because consumers expect them to have the brand;
3. Can charge a price higher than competitors, because the brand has more perceived quality;
4. As the brand has high credibility, it is easier to launch new product lines.
5. As the brand has a value customer perception, it is possible to charge higher price than the competitor.

A branding has to be well managed to not allow the depreciation of its patrimonial value, so it is necessary a continuous work to maintain and improve the knowledge about of the brand, its quality, functionally e positive association according to customer perception. This work demands continuous investments in research and development, excellent publicity and attendance to retailer and final customer. All strong brands are supported by a loyal customers group. It means that the customer value is quite relevant to sustain the brand patrimony and increasing this value is the most appropriate activity of the marketing planning.

B. Differentiation Strategy And Strategic Marketing

For Valdés (2003) the role of Strategic Marketing is guide the companies to market opportunities selected according to company resources, abilities, and have potential for developing and profitability, searching the following basic goals:

1. Identify strategic options, which are consistent and clearly defined;
2. Create systems to monitorate the environment and competence;
3. Strengthen the capacity of the company to adapt to environment changes;
4. Foresee the renewal company product portfolio.

For each circumstances, product type and/or market type, there are strategies more or less appropriated, according to the opportunities or trends identified.

For highly competitive markets, considering current circumstances, the differentiation strategy is an interesting marketing option, because it can be performed by many ways. Bateman, Snell (2007, p.555), for example identify the possibility for companies use it and apply it to adopt structural and technological innovations, defining it as the “Strategy adopted by an organization to acquire competitive advantage, as the only one in its activities sector or market segment, in one or more dimensions.”

However Kotler (2000, p.310) identifies it in differences that may occur in services market, personal, distribution channels chosen, in products image and its attributes, such as packaging. The author himself questions it: “which differences” should be promoted? Bateman, Snell (2007, p.555) answer that the “most efficient strategy is the one the competitors are not able to imitate. If company strategic plan is easily adopted by other organizations in the same sector, it means the plan is not enough differentiated, or in long-term do not highly contributes to its competitive.

C. Positioning And Repositioning

According to Kotler, (2000, p.322), Ries & Trout made popular the term “positioning”, however considers them as authors who “deal essentially with communication strategies for positioning or repositioning of a brand on customers mind”. For them the: “positioning begins with a product, a merchandise, a service, a company, an institution or even for a person. But positioning it what you do with the potential customer”. Hooley, Saunders, Piercy (2005), assume the concept of all Ries, Trout, and add that in definition of the positioning there is a search to understand how customers compare alternative offers in the market, and that build strategies which describes to the customers how company offers are different in relevant approaches from the current or potential competitor offers. They refer to competitive positioning, that with the market segmentation is important to develop the effective marketing strategies.

They also affirm that a company competitive positioning, is a statement: a) target markets (where company is going to compete), and b) differential advantage (how the company is going to compete). (idem, p.35)

Otherwise as defines Kotler (2000, p.321), “Positioning is an act to develop the company offer and image, to occupy a highlighted position on target customers mind”

Actually the target customers compares the alternative offers in the market, based in personal values set: there are consumers who appreciate sports, others give priority to environment respect, other, the support to social causes, other, the culture, and the, positioning and company or product image for these segments receive, respectively the denominations of Sports Marketing, Green Marketing, Social Marketing, Cultural Marketing (Churchill, Peter, 2000).

When the intention is to transmit a product image to the final customer, it is occurring a Repositioning, what can also happen through packaging changes, in order to transmit new
ideas about the product to the customer, so turning it differently from market competitors.

III. Case Study: Ron Montilla Product

A. Methodology

This paper adopted as investigation method the Action Research, developing a study case (Yin, 2001) based on secondary data research, also analyzing internal studies of the Pernod Ricard organization. One of this paper authors, gave relevant data contribution, since he worked in the analyzed company. For Triviños (1998, p. 133-134), the case study is one of most relevant types of qualitative research, whose goal is to deeply analyze a case chosen organization. The method is recognized by authors like Yin (2001), Gil (2002), Mattar (2001), in development of exploratory studies, it is considered as adequate to investigate a contemporary phenomenon inside a real context, where the limits between the phenomenon and not the context are clearly identified (YIN, 2001 apud GIL, 2002, p. 54).

Diehl, Tatim (2004, p.53) in supplement, asseverate that exploratory studies may provide a powerful intimacy with the issue, intent the become its more clear or to build hypothesis, like: Which kind of packing reformulate produce more effect to the organizations (label, color, format etc.)? How long time after the packing reformulation the profitability effects are apprehending by the companies? Which is the right moment to begin a process of packing reformulate?

It is possible to check that the research method most adequate to the execution of this work is the inductive method, because is a specific exploratory study case, in a particular company and taking an exclusive product as target. According to Severino (2000, p.192) “the induction or thought that the antecedent are data or personal facts, the resultant is an affirmation more universal”.

To realize a case study with quality, information in primary source (Pernod Ricard web site and employees interviews) and secondary source (magazines web sites about the alcoholic beverages market, that informed the news about the new packing of the product) were collected. So, the requirement of Cobra (1997, p.114), that talks about the information search, were in attendance: There are two kinds of secondary data: external sources and internal sources. The internal data are maintained inside the own company, and the external data came from other organizations, overcoat public and publication ready for use in the market.

B. The Montilla Brand

The Ron Montilla is a leader on runs market in Brazil, it owns 72,4% national market share and 93% in northeast regional market, according to a national research institute: AC Nielsen (2005). Since 2000 more than 2 million boxes were sold, it is a consecrated product, celebrating its anniversary gold with 50 production years.


C. History Brand Montilla And The Company Pernod Ricard

The Ron Montilla was launched in Brazil in 1957 by Medelin distillery, company created around 1918 in Campina Grande city, state of Paraíba. The goal was create a beverage from an abundant raw material in the region: the sugar cane. The process of the production, with 38% graduation alcohol, includes condensed sugar cane, with the alcohol of sugar cane and the remain liquid is fermented, for a short time in order to produce clear run, for a long time to produce darker run. Finally artificial aromas are added to produce different product lines. The Ron Montilla, currently use this process for the line Montilla Tropical Limão.

During its launching the distillery Medelin adopted a round bottle, similar to a traditional beer bottle (see attachment B – Evolution of Ron Montilla Packs). It was the cheaper way to launch the product, without visual concerns, which made no sense at that time. In the label there was a pirate with a parrot in his shoulder, this icon is used until now in order to highlight the free and adventure profile (see attachment A-The Ron Montilla parrot). The parrot picture was created to better characterise the pirate, during brand first years.

Gomes (2005), a graphic designer professor at the Federal Center of Technology in Rio de Janeiro, reports in article his characters and brands, the strength of label and pack form attributes in products, and how they remarks customers mind:

There are characters that are created exclusively to actuate with a brand, without, however, being part of it (character-product). It is the case of the scene of the pirate with the parrot, that from decades repeats in each bottle of famous Ron Montilla.

In 1966, the canadian company Seagram, launched in 1857, bought the Medelin distillery in Brazil, assuming its products portfolio, including the Ron Montilla. As soon as Seagram assumed the new company, reformulated for the first time the pack of Montilla (see attachment B – Evolution of Ron Montilla packs).

Until 2001 when Seagram was buyed by a french Pernod Ricard, owner of global famous marks marcas, such as whisky Chivas Regal and e vodka Wyborowa, the Ron Montilla went through more five pack reformulations. The most innovative ones occured in 1985, when the pirate was removed from the label. In 1995 the pirate came back but without the traditional parrot in his shoulder. It was a strategy to highlight the pirate e decrease costs from collor investments. The consumers first declared that was no the real ron mantilla, some even said the beverage was interely different. Anyway, the lack of communication regarding this change and the costs to its strategy were much higher than just get the parrot back. Only in 2000 the parrot figured again in the product packs. Since this happening nobody does not even suggest this kind of change, facing new risks.
on market communication and brand positioning concerning the label. The Pernod Ricard was created in 1975, from a fusion of the companies Maison Pernod Fils (established in 1805) and Société Paul Ricard (established in 1932). Both produced distillates of anis like Pastis, with the name of the own companies: Pernod e Ricard. With the fusion it was created the Pernod Ricard company, whose profitability was around 5.8 billion Euros (fiscal reference, year 2004/2005), according to data from company web site.

In the decade of 1980 the Montilla reach the historical score of one million boxes sold, and in 1996, 1.5 million boxes sold. Most of the sales profitability were from the northeast of Brazil, so Montilla became a cultural local symbol, sponsoring big São Joao popular parties.

In 2005 the pack was considered strategic, as part of run a repositioning project, since the company faced strong competition with other beverages with similar price, like Bacardi as well beers which were aggressive searching young people market.

In these circunstances the brand Montilla tried to be reminded for young consumer (from 18 to 24 years old), as an attractive, modern, light, relaxed and with an adventure profile. Although the product had these characteristics since it is launching, they were not represent through the pack.

D. Repositioning Of Montilla Brand

From the beginning of first decade of XXI century, the Pernod Ricard decided to elaborate a project to reposition its product to increase Ron Montilla sales amount, because they were facing strong advertising campaigns of competitors and also substitutive beverages (beers).

As response it was invested 6 millions Euros in an audacious Marketing Plan, divided in four steps. According to O Debate (2005), the first phase covered:

[...] the change in the bottle of the entire line, what included a rounded shaped format, easy to handle and label with bright and cheerful colors. The name Montilla was written in high relief and the pirate, a very known personage became younger, happy and light. The second phase involved the visual identity, it means, the overall renew of Montilla line packaging (Carta Branca, Carta Ouro, Carta Cristal e Tropical Limão), with forms and labels more sophisticated and modern. The following two step were publicity campaigns and events all around the country. The goal set by Pernod Ricard was increase 18% in sales amount in a year period, also strengthening its presence in northeast and expanding the product presence to other country regions.

This change in the bottle shape, high lightening the contour lines, making easier the handle by the costumers and using lighter colors, is in accordance with some primordial packaging functions, described by Cobra (1992):

1 – Positionate the product: the new visual of Ron Montilla confers prominence to it compared to the competitors, that maintain the traditional round shaped bottles, without any marketing action, any new message to transmit to the customers.

2 – Facilitate the use of the product: the increasing use of disposable packs for beverages (can, plastic and glass) blades to shave and other products, prove the importance of packaging as facilitator of product use. Effectively the brand should be always adequate to the type of product use.

3 – Help to sell the product: with the new pack, the Ron Montilla won power in convenience purchase. Its visual appeal attracts the customers attention and transmits the idea of newness.

Besides Montilla packaging recasting, the Pernod Ricard also innovated to create a new product in this continuous expanding market: the RTD (Ready to Drink). It is the Montilla Cola: an aluminium cane with white run and cola extract, with low alcohol degree: only 5,5% (see attachment C – Ron Montilla Cola).

The period chosen for the launching was the São João parties in 2006, in Brazil northeast, and the investment was 800 thousand Euros. This innovation goal was create a modern version of Cuba Libre, using the strength and respectability that the brand Montilla as in this region. With this action the Pernod Ricard started to compete in the RTD segment, where Smirnoff was already inserted with their Smirnoff Ice version, without competitors concerns.

E. The Creation Of Montilla 50 Years: A Commemorative Product

In 2007 the brand Montilla commemorates 50 years. Not only to celebrate, but mostly to solidificate the presence and the strength of the product in brazilian market, the Pernod Ricard made the biggest investment of its history: 8 millions Euros (MAXPRESS NET, 2007).

An audacious marketing plan was elaborated with the subject: “Live! The Golden Pirate is You”. It was made a new pack, specific for the commemorative product. (see attachment D – Ron Montilla Gold). This pack has a different format from the regular line, however keeping the modern round shaped. In the bottom of the bottle there were three blazons indicating the Pirate ship, the icon of the product success. The label owns black and gold as main colors, referring to the 50 year.

Besides it was developed actions in sales points in retail and wholesale, new web site, sponsoring traditional carnival and São Joao events, bringing celebrities and a special commemorative 50 years seal, with the golden as predominant color, referring to Montilla gold anniversary, and interacting with the traditional brand orange.

However not only the pack were improved: the run itself is only for commemorations and it was baptized the Montilla Premium, developed through customers researches, and elaborated with runs aged of 3 up to 18 and coloration ambar.

The main objective of Pernod Ricard with the Montilla Premium, is keep its comfortable position of 72,4% national market share and 90,3% in the northeast region, revealing the importance of the study if customer behavior, of the continuous analysis of product acceptance in the market, and assertive actions to reposition and reformulate the packaging that make the products different and remarkable to the customers mind.
IV. FINAL CONSIDERATIONS

The concepts and arguments of the literature consulted allowed evidencing the importance of packaging to the product position for its target public. The image to be transmitted by the product, with the accordance of brand, owns the visual communication that the company wants to transmit to the customers. So it is not enough to have product quality if the nearest communication, the pack, does not transmit it. The Ron Montilla and its pack with the personagem, are probably inseparable for market identify them.

A good pack aggregates value e improves the competitive capacity of the products, compared to all competitors. Companies who are in the market leadership, like the Pernod Ricard, try to build strategies that describe to the customers the products advantages. Also the packaging has a decisive term in the competitive positioning, in the product segmentation.

The importance of the pack in products management and planning, reported previously by Ottoni (1995) as a set of recommendations to create attractive forms, is directly connected with the organizational activities in the case of Ron Montilla: form, bottle color for different products line (transmitting the idea of getting older for the darker bottle, and lightness for the bottle of Tropical Límão), living illustration in the labels that transmit the message of adventure, and create the positive desired positive impact in the target market, also facilitating the implementation of repositioning product strategy.

The daily organizations activities take the theory as master line in this case study. Since the strategy proposed by repositioning of Ron Montilla, it became harder any benchmarking competitors action. The form of the pack, its colors, and attachments, are in separated, connected to the product history and message. This is a competitive advantage in Products Management, presented previously by Bateman, Snell (2007, p.555), that affirm “the most efficient strategy is the one the competitors are not able nor intent to imitate”. Comparing the academic studies previously presented by Hooley, Saunders, Piercy (2005), the Pernod Ricard could kept itself positioned in a competitive manner, with the pack as differential advantage and strengthening its share in target markets.

Related to target markets, the pack needs to be associated to the status product shall offer to its customers. The pack design, form, colors, label, the entire set of components which compose the “packaging set”, are projected to remark the product in the mind of the customers in its segment actuation. For example french cognac bottles that may cost 330 Euros are directed to a specific public.

The public of Ron Montilla is young people from classes B and C. According to this strategy, the presentation of the products tries to combine the use of colors, form counters softly round shaped, transmitting essentially four types of image: 1) a modern product 2) a product that goes with any drink elaborated from run, like Piña Colada, 3) a top line product for a standard B and C consumption (the classic runs for class A are imported brands, like Havana Club or Bacardi) and 4) a product with a pack elaborated no inhibit the consumption by D and E classes, by transmitting a superior social status.

However the strategy may not be works, since the advertising was supposed to increase the use of the ron with other products, resulting drinks as piña colada for example. For those who consume ron this way, the brand, label and pack theoretically would not have such importance. In order to understand these details, it is interesting to analyse the ron consumption in Brazil. About 85% is consumed with other drinks, only 15% is consumed pure. From the amount used in drinks, almost all volume is destined to prepare the a popular drink named cubra libre. Since the bars (sells point) are aware the ron mantilla pricing, positioning and reduced number of players – market is shared between Bacardi and Pernod - they use the cheaper beverage or the one available in his place; they also may choose the exclusivity policy.

Traditional brazilian drinks do not take ron, so mixed drinks as Mojito, Piña Colada and others, are prepared in selected bars, such as cubains (Azucar, Rei Castro) in São Paulo. In these places the pack is not important, but the brand is. The restaurants elaborate their drinks with Ron Montilla and associate this brand to the drink name, as Havana Club. Sometimes the consumers demand specifically the brand to prepare the drink, since they know beverages and have drinking as a habit. Company has database indicating that less than 3% of ron consumption is made through mixed drinks.

Considering all premissas, it is concluded that in general the brand of a product has been considerate an indicative of commercial differential. So it is demonstrated the relevant contribution of the brand Ron Montilla for the marketing consolidation strategy and repositioning the product in the market, becoming perhaps the status of most remarkable Pernod Ricard product.

This study may be continued with the verification through a descriptive study of the customer, the most important part of the commercial transactions, also his behavior in relation to the new pack. It also can be continued with researches that bring known the degree of brand recognition and the quality perceived of the brand, any other mental emotional associations of final consumer, and also study the assumptions researched about customer behavior and his drinking preferences home.

The understanding of purchase and consumption behavior can be characterized as another way to be explored, that will provide more advanced researches to understand the evolutions and adaptations the alimentar habits can pass through and the relations that the pack can offer in final consumer perception.

It is also relevant to remind the social habits of spiritual beverages (runs and vodkas, for example), because these products are consumed, mainly by a group of people, with another ingredients, resulting in colored, aromatic, delicious drinks. That reveals the importance of an elaborated pack, that can the remarked in consumer mind. This study provided a small contribution for future researches about...
products positioning through the use of pack as a differential strategy in spiritual market beverages.

V. BIBLIOGRAPHY


19) NIELEN, A. C. Relatório Executivo de Notícias, 2005.


I. ATTACHMENTS

A. Attachment A – The Pirate Of Ron Montilla.
B. ATTACHMENT B – Evolution of Ron Montilla packs.

|------|------|------|------|------|------|------|------|

FIGURE 2 – Evolution of Ron Montilla Packs.  
Source: Pernod Ricard.

C. Attachment C – Ron Montilla Cola

![Ron Montilla Cola](image)

FIGURE 3 – Ron Montilla Cola.  
Source: Pernod Ricard.


![Ron Montilla Gold](image)

FIGURE 4 – Ron Montilla Gold.  
Source: Pernod Ricard.