



College of Business Administration

Cooperative Education Student Report

Innovation at GROHE

Submitted to
Dr. Sharifah Ahmed
Department of Marketing

By
Luluah Khaled AlZaabi
In Cooperation with LIXIL: Grohe
Square Jameel Building, 7th floor, Tahlia St.

In Partial Fulfillment of the Requirements
of Bachelor Degree in Marketing

Date: May 2023

Luluah AlZaabi
Marketing Major
Spring 2023
LIXIL- Grohe
Square Jameel Building, 7th floor, Tahlia St.

Marketing and Advertising a Luxury Sanitation Brand

“I have read this co-op report and agree that it contains no proprietary information and it may be submitted for the Cooperative Education Program at UBT”

Site supervisor’s signature: _____ Title: _____
Site supervisor’s name printed: _____
Site supervisor’s email: _____
Date signed: _____

COOP REPORT COMPLETION CHECKLIST:

- ___ Report is in its proper format.
- ___ Report sources are properly documented (if applicable).
- ___ Updated resume is submitted with report.
- ___ I have an additional copy of the student report for the department records.

Certified and Approved by:
Academic advisor name printed: _____
Academic advisor signature: _____ Date signed: _____

Approved by:
Head of department: _____
Date signed: _____

Table of Contents:

- Abstract..... 4
- Acknowledgements.....5
- Chapter 1:7
 - 1.1. Introduction (to research)7
 - 1.2. About the Company and Brand8
 - 1.3. Innovation at Grohe8
 - 1.4. Aims and Objectives11
- Chapter 2: Literature Review..... 12
- Chapter 3: Methodology14
 - 3.1. Approaching the Research.....14
 - 3.2. Data Collection Method.....14
 - 3.3. Challenges Faced and Solutions15
- Chapter 4:16
 - 4.1. Data Analysis and Overview.....16
 - 4.2. Findings and Results16
- Chapter 5:23
 - 5.1 Conclusions23
 - 5.2 Recommendations.....24
- References.....26
- Appendix28

Abstract

Marketing is an essential part of daily life for both consumers and businesses. It helps businesses reach out to potential customers, build brand recognition, and increase sales. Technology and communication channels have evolved, allowing businesses to access a range of marketing channels. Big data and analytics have made it easier for businesses to understand their target audience's needs and preferences. Companies must conduct thorough research to identify opportunities for growth and expansion.

Grohe seeks to advance and grow rapidly by using 4 sources of innovation: technology, sustainability, quality and design. Technology has enabled Grohe to create innovative products that offer new and improved features, functionality, and performance. It has also enabled differentiation between competitors and attracted new customers, creating a competitive advantage and improving the quality of products.

Their design philosophy is sensual minimalism, which appeals to the customer and invites them to use the product. Marketing sustainability allows companies to appeal to environmentally conscious customers and generate goodwill and loyalty. However, promoting and highlighting all of these sources in the Saudi Market is difficult due to consumers' preference for one over the other.

This study aims to understand which of the four sources of innovation appeals to them the most, understand the marketing of Grohe in terms of brand recognition, and understand which channels are the most useful in delivering Grohe's message. Developing a marketing strategy involves ensuring that the right goods are sold to the right people at the right time, in the right way, at the right place, and at the right price. The main process of implementing the design, price, promotion and distribution of products at Grohe is key to creating a reasonable and appealing marketing strategy. Three key elements are managing a portfolio, evaluating the growth rate of the market, and developing a method to achieve the company's long-term goals. Creating a market strategy based on the findings of the research is the ideal conclusion to the research.

Acknowledgements

I would first like to start off this report by expressing my utmost gratitude to the following individuals and institutions for their support and contributions to this research project.

First off, the greatest thanks must be given to Allah for everything; from the privilege of being put in a blessed position of studying in the wonderful institution of UBT, with supportive family, friends and instructors by my side to help aid me whenever I needed it. Truly, education and a safe, encouraging environment are the greatest gifts to have and this can not be taken for granted. Alhamdulillah.

Secondly, thanking the management and staff of the company Grohe, for providing me with the opportunity to work shadow and train with them. With special thanks to my site supervisor, Mr. Ali Ragheb, as well as Ms. Njoud Bin Abbas, from the marketing team in Jeddah, Saudi Arabia, who without their invaluable experience and help, would not have made this project completion possible. Their advice and help in entrusting me with various tasks and guiding me through them was not only valuable for the training process but also for my career in the future.

Next, a thank you to my university, for providing me with the knowledge, skills, and opportunity to implement what I learned in real life. A great thanks to Dr. Sharifah Ahmed, my academic supervisor, for helping me out through this project and guiding me every step of the way and her encouragement. Alongside my supervisor, I would also like to thank the other marketing instructors who taught me everything I know: thank you Dr. Kholod Aggad, and Dr. Ramzia Bakri for your expertise, knowledge and continuous support throughout my academic years. I would also like to thank the Dean of CBA, Dr. Haneen Shoaib, for her continuous support and advice whenever I needed it along with Dr. Khalid AlShohaib, and Ms. Diyana Pakharuddin for her invaluable marketing expertise and advice during the process of my research.

I would also like to thank the Kuwait government for providing me with the scholarship and aiding my education, without them I am not sure if I would be where I am today.

Finally, I would like to express my deepest thanks to my friends and family for aiding me and being patient with me during the coop training period. A great thanks to Sadeen Abu Laban in

supporting me and being patient throughout my academic journey in the years I've been studying, especially during the final semester when I began my training. Thank you to Fatima Banten for giving me continuous advice and references when I felt lost in organizing my many sporadic thoughts. I would also like to extend a great thank you to Layan Bin Silm for helping me find the position at Grohe and helping me get settled in and get to understand the company's culture. This entire project would not have been possible without her aid from the very beginning.

My deepest thanks goes to my dear grandmother and uncle who watched me throughout my journey, giving me the words of encouragement to keep powering through this new experience and remind me that I can do this; their continuous support and acknowledgements of what I've managed to accomplish so far helped me throughout my years within university. Thank you to my father who supported me in my pursuit for education and encouraged my dreams in going into marketing and potentially furthering my education to study masters in the future. I wish I could list all the names of my friends and family who have helped me throughout my journey but there would not be enough words to express how truly grateful I am to have you in my life. Without all of you, I would not be where I am today and I can not begin to express my eternal gratitude.

Chapter 1

1.1. Introduction

Marketing is an essential aspect of daily life for both consumers and businesses. It is the process of creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Marketing plays a crucial role in the success of businesses, as it helps them reach out to potential customers, build brand recognition, and increase sales. At the same time, marketing also influences consumers' purchase decisions, helping them make informed choices about the products and services they use.

The importance of marketing has only increased with time, as technology and communication channels have evolved. In the past, marketing was primarily limited to traditional media such as print, radio, and television advertisements. However, with the advent of the internet and social media, businesses now have access to a range of marketing channels, including online ads, social media campaigns, and email marketing.

Moreover, the rise of big data and analytics has made it easier for businesses to understand their target audience's needs and preferences, enabling them to tailor their marketing campaigns accordingly. Companies now have access to real-time data on consumer behavior, which they can use to create personalized marketing messages that resonate with their target audience.

To effectively utilize their marketing strategies, companies must conduct thorough research and stay attuned to the changes in the market and consumer behavior. This involves analyzing data on consumer trends, preferences, and purchasing behavior to identify opportunities for growth and expansion. By understanding their target audience's needs and preferences, companies can create tailored marketing messages that resonate with them, increasing the likelihood of converting them into paying customers.

As marketing continues to evolve, companies must also adapt their marketing strategies accordingly. For instance, with the increasing use of mobile devices, businesses must ensure that

their marketing messages are optimized for mobile screens and that their websites are mobile-friendly. They should also keep an eye on emerging technologies such as virtual reality and augmented reality, which may generate new marketing opportunities in the future.

To reiterate, marketing is a vital aspect of daily life for both consumers and businesses. Companies must utilize research and data to create effective marketing strategies that resonate with their target audience and adapt to the changing marketing landscape. By doing so, businesses can build brand recognition, increase sales, and ultimately achieve long-term success.

1.2. About the Company and Brand

Created as a result during the rapid growth and peak of urbanization, Grohe first started off as a German family owned business, under the name “Birkenhoff and Paschedag”, to fit the demand and need of clean water concepts specializing in ironwork. Founded by Friedrich Grohe, who worked for his father’s sanitary company Hansgrohe, Friedrich realized the potential in the sanitation market and in 1948, he established a new beginning to Birkenhoff and Paschedag changing its name to Grohe. Fast forward to 2014, Grohe officially became a part of LIXIL, when it was acquired by its now parent company.

LIXIL is a Japanese group of companies, promising a better home to be an actuality and reality for everyone thanks to their manufacturing of groundbreaking products. Established in 1949 and headquartered in Tokyo, Japan, LIXIL continues to make waves through the industry under the leadership of CEO Kinya Seto. Grohe, as a brand under LIXIL, continues to be one of the leading brands of bathroom and kitchen fittings worldwide.

1.3. Innovation at Grohe

Grohe seeks to advance and grow rapidly everyday, based on four sources of innovation to help achieve their goal, which are: technology, sustainability, quality and design. The brand continuously strives to find ways to save water and create a better environment with their products believing that this is the formula of success for their future.

Technology plays a vital role in creating innovative products that meet the changing needs and preferences of consumers. It has revolutionized the way companies design, manufacture, and market products, enabling them to create more efficient and effective products that are better tailored to customer needs. In this response, Grohe focuses on the importance of technology in creating innovative products and its benefits for marketing, quality, design, and sustainability.

Technology has enabled Grohe to create innovative products that offer new and improved features, functionality, and performance. The use of advanced materials, sensors, and software has led to the development of smart products that can collect and analyze data, providing users with valuable insights and enhancing their overall experience. Grohe Blue and Grohe Red are examples of kitchen faucets that have been improved by technology and reimagined to make them able to not only filter water but provide sparkling water or hot drinking water for tea or coffee, eliminating the need for a kettle. Grohe smart home devices, such as Grohe Sense and Grohe SenseGuard also utilize technology for a more convenient and secure way of living: the technology installed allows for pipe break detection where it automatically turns off the waterflow, detecting water leaks and alerting you through the ONDUS app where you can control and track the devices and all pipe systems in your home.

Innovation through technology such as the ones stated above is essentially groundbreaking for marketing, as it enables differentiation between competitors and attract new customers. Innovative products generate buzz and excitement, creating a competitive advantage that can lead to increased sales and revenue.

Technology in turn also furthers and plays a crucial role in improving the quality of products. The use of advanced materials and manufacturing processes has led to the development of products that are more durable, reliable, and efficient. Grohe utilizes ABS plastic for many of their products as it's proven to be durable, resistant to low temperatures, scratch proof and strong; ABS is also used for car door handles, motorcycle helmets, dashboards and other automotive pieces due to its high quality and endurance. An example of one of the entry-level

products of Grohe that uses ABS plastic is the Bau Cosmopolitan E faucet, which utilizes the multilayered composite polymer construction and was created with infrared technology.

Improved product quality can also benefit marketing, as it enhances brand reputation and reliability. Customers are more likely to trust and recommend products that are high quality and reliable, leading to increased sales and customer loyalty, which is why Grohe takes quality extremely seriously.

Grohe also utilized all they can to enable themselves to create products with innovative and attractive designs. The use of computer-aided design (CAD) software and other design tools has made it easier for designers to create complex and intricate product designs quickly and accurately. This has led to the development of products with unique shapes, colors, and textures that are visually appealing and attractive to customers. The designs of Grohe are even more unique and distinctive as through research they found the most ideal position for a faucet to be at a 7 degrees angle between the handle and spout. Grohe's design philosophy dictates and depicts that sensual minimalism appeals to the customer and invites them to use the product.

Improved product design can also benefit marketing, as it can help products stand out from competitors and attract new customers. Products with attractive and innovative designs can generate buzz and excitement, leading to increased sales and revenue.

Finally, sustainability is also a pivotal source of innovation for Grohe, promoting it in product design and manufacturing has been a clear motive from the beginning. The use of renewable energy sources, such as solar and wind power, has helped reduce the carbon footprint of manufacturing processes, making them more environmentally friendly. The use of sustainable materials, such as recycled plastics and biodegradable materials, has also helped reduce waste and promote sustainability, not to mention, their ethical means of reducing water usage and recycling clean water.

Marketing sustainability allows companies to appeal to environmentally conscious customers. Products that are designed and manufactured sustainably can generate goodwill and loyalty among customers who prioritize environmental sustainability.

Although these four sources of innovation are appealing and greatly important for the world, promoting and highlighting all of them in the Saudi Market has proven to be quite a challenge; as many consumers seem to prioritize one over the other rather than all of them.

1.4. Aims and Objectives

This study was conducted to understand the market better, seeing what out of the four sources of innovation for Grohe appeals to them and how to capture their attention and attract them into becoming loyal customers. Through the research, the main objectives in the findings are to:

- Understand the appeal of the four sources of innovation in the Saudi Market.
- Understand the brand recognition for consumers about Grohe
- Understand which channels are the most useful in delivering Grohe's message and reaching the Saudi market.

Chapter 2

The most related available material in English, about specifically marketing within Grohe, was a research conducted by Ms. Supawan Hongratanauthai (2004), whose project was in regards to creating a marketing plan for bathroom and kitchen products. In this research, Grohe is also the main subject of inquiry due to its popularity in Thailand, where the researcher is from, implementing her research in order to understand the market and create a marketing strategy alongside Grohe's marketers to further expand upon the process of competitive strategic marketing that allowed Grohe to thrive in the market.

Developing a marketing strategy can be a long tedious process, however, it all delves down to ensuring that the right goods are sold to the right people at the right time in the right way at the right place with the right price. Using this alternative definition point of marketing allows the marketer to simplify their goal for a bigger picture. (Kotler 1994)

The main process of implementing the design, price, promotion and distribution of the products at Grohe and delivering that message to the consumers of their ethical and luxurious means and background is a pivotal part in establishing the marketing strategy that is both reasonable and appealing. (Kotler 1994)

Three essential keys in creating the ultimate marketing strategy is based on a timely process. First a portfolio for the company needs to be managed and utilized in the proper way, then accurately evaluating the growth rate of the market in question as well as assessing the position of the company and how it suits said market. Finally, the last key in creating the strategy was to do just that: developing a method in order to achieve the company's long term goals and objectives and adjusting it to any external and internal changes. (Kotler 1994)

Importance of Innovation:

Innovation is crucial for businesses to maintain their competitive edge and meet the changing needs and preferences of customers (Tidd & Bessant, 2018). It is essential for businesses to continuously innovate to stay relevant in the market and adapt to technological advancements, economic changes, and evolving consumer behavior (Damanpour, 2014). Innovation can help

businesses create new products and services, improve existing ones, and develop new business models that can lead to increased revenue, market share, and profitability (Damanpour, 2014).

Kitchen and Bathroom Sanitation Fittings:

The market for kitchen and bathroom sanitation fittings is driven by the increasing demand for hygienic and convenient solutions for households and commercial spaces (Research and Markets, 2021). The COVID-19 pandemic has also increased the demand for touchless and contactless sanitation fittings to reduce the spread of the virus (Research and Markets, 2021). The global market for kitchen and bathroom sanitation fittings is expected to grow at a CAGR of 4.9% from 2020 to 2027 (Research and Markets, 2021).

Grohe:

Grohe is a leading brand in the global market for kitchen and bathroom sanitation fittings. The brand offers a wide range of products, including faucets, shower systems, and sanitary systems that are designed to provide innovative and sustainable solutions for households and commercial spaces (Grohe, n.d.). Grohe has a strong focus on innovation and sustainability, which is reflected in its product design and development (Grohe, n.d.). The brand has won several awards for its innovative products, including the Red Dot Design Award and the iF Product Design Award (Grohe, n.d.).

In conclusion, innovation is essential for businesses to stay competitive and meet the changing needs and preferences of customers. The market for kitchen and bathroom sanitation fittings is growing and driven by the demand for hygienic and convenient solutions, especially in the wake of the COVID-19 pandemic. Grohe is a leading brand in this market, known for its innovative and sustainable products that have won several awards.

Chapter 3

3.1. Research Approach

Approaching this marketing research involved a systematic approach to gathering and analyzing information about the target market and other relevant factors that could impact the success of a marketing of Grohe. The process to researching commonly involves: defining the research problem (Do the Saudi audience recognize Grohe as a brand and is the marketing enough within the Kingdom?) conducting a literature review, developing a research design, collecting data, then analyzing data and finally interpreting and reporting the research findings.

3.2. Data Collection Method for the Saudi Market

In terms of data collection methods, two commonly used methods in marketing research are wide spread surveys and observing the internal workings of the marketing team, both of which were used in this research.

A wide spread survey is a quantitative research method that involves collecting data from a large sample of respondents using structured questionnaires. This method is useful for gathering information about attitudes, behaviors, and preferences of the target market. Surveys can be conducted through various channels, such as online, mail, or telephone. The method used in this research was a wide spread online survey, distributed through a link forwarded to a large audience within the Kingdom of Saudi Arabia and snowballing to get as many responses as possible during the short time span of a week.

Another method used for this research was observing the internal workings of the marketing team, which in of itself is a qualitative research method that involves observing the day-to-day activities of the marketing team to gain insights into their processes, strategies, and decision-making. This method is useful for understanding the internal factors that could impact the success of a marketing campaign or product launch. Primarily, this method was used to see

which questions, for the survey, were best and most helpful for the marketing team, seeing their knowledge basis on the market and what the most ideal reference of stipulation would be.

3.3. Challenges Faced and Solutions

With the methods stated above, there are some challenges that can occur in the process of marketing research. For example, collecting accurate and unbiased data can be a challenge due to factors such as respondent bias, social desirability bias, and sampling errors. To address these challenges, strategic methods used to solve this challenge were ensuring anonymity and confidentiality of respondents, and using validated survey instruments such as Google Forms.

Another challenge that can be posed is interpreting the data and drawing meaningful conclusions. To address this challenge, statistical techniques and other methods to analyze the data and draw insights that are valid and reliable were conducted through the results. Additionally, consulting and sharing the findings ensures that the interpretations are accurate and relevant.

Overall, approaching this market research involves a systematic and rigorous approach to gathering and analyzing information. By using appropriate data collection methods and addressing potential challenges, ensure that accurate and actionable insights are gathered which can guide marketing decisions and improve the success of marketing campaigns and product launches.

Chapter 4

4.1. Data analysis and Overview

This survey was to gather insights into the marketing and advertising efforts of the luxury brand, Grohe, that sells sustainable bathroom and kitchen sanitary fittings. Conducted to better understand how the target audience perceives the brand and products and how they can improve their marketing and advertising strategies to better meet the consumer needs and preferences.

Open to individuals who have purchased or shown interest in luxury sustainable water fittings for their home, the survey took approximately 5 minutes to complete - all responses remain confidential. The feedback from the results will undoubtedly prove to be valuable in helping Grohe improve their marketing and advertising efforts.

The questions were kept short in order to help maintain the attention of the survey participants and keep all information relevant and necessary. From narrowing down the age groups to seeing which of the 4 sources of innovation were of high importance for the participants, the survey posed as a valuable source in establishing the forefront of findings for the research.

4.2. Findings and Results

(59 Total Respondents)

The first question was to narrow the age range of the respondents, with the majority (72.9%) were 25 and below while the remaining were above that age range. For more details, refer to Figure 1.

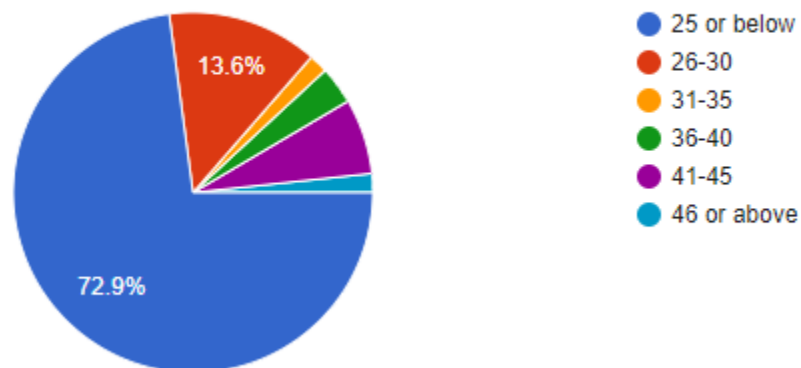


Figure 1: Pie Chart for Q1 *“What is your age range?”*

When asked about “How the respondents of the survey first heard of Grohe”, 62.7% of the respondents heard of Grohe through word of mouth or through a friend, 18.6% through a social media advertisement and 5.1% through being exposed to the products seeing it around them or producing it (see figure 2). This chart also shows that 13.6% of the respondents have not heard of Grohe prior to the survey.

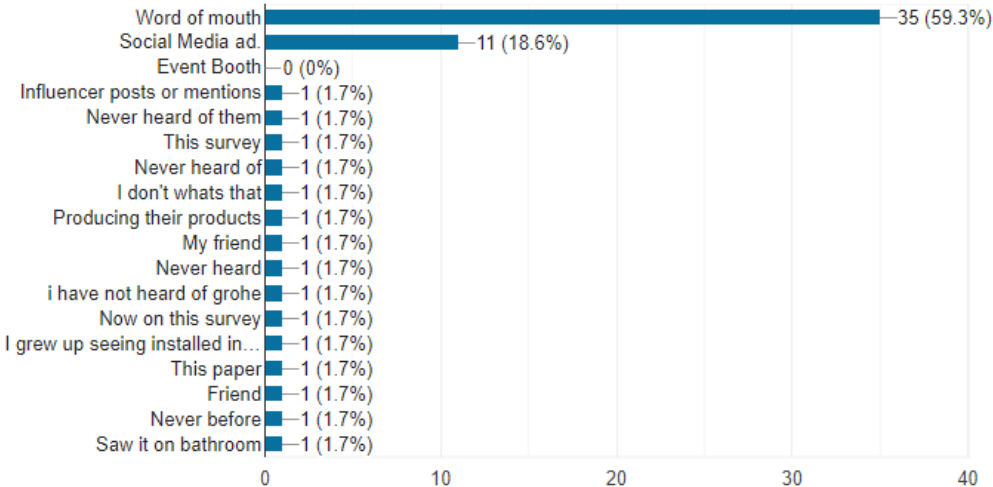


Figure 2: Bar Chart for Q2 “How did you first hear about Grohe?”

As shown below, in Figure 3, the survey found that more than half of respondents (54.2%) have not used Grohe before while the remaining 45.8% have.

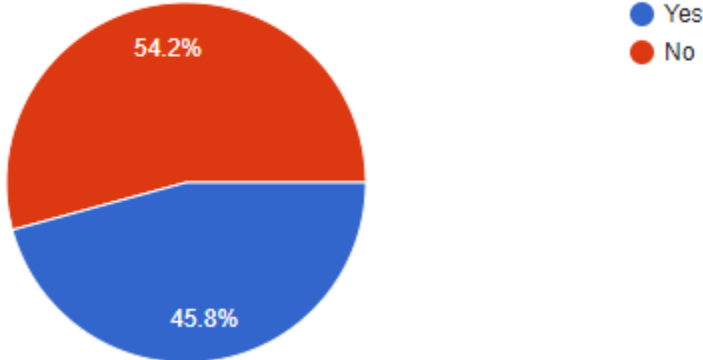


Figure 3: Pie Chart for Q3 “Have you used a Grohe product before?”

Influences on Purchase Decision for Bathroom and Kitchen Products

Respondents were given a list of various choices where they can pick multiple factors that influence their purchase decision as well as the option of adding their own choices. Included in these choices were the four sources of innovation: Technology (which gained 32.2% votes) Sustainability (garnering 35.6% votes), Design (gaining 30.5% votes) and Quality (which was voted 3.4%) - see Figure 4. Other choices given included affordability which garnered 54.2% votes, luxurious with 25.4% votes, easy cleaning with 32.2%, easy installation being voted at 27.1%, safety having 15.3% votes and warranty having 28.8% votes.

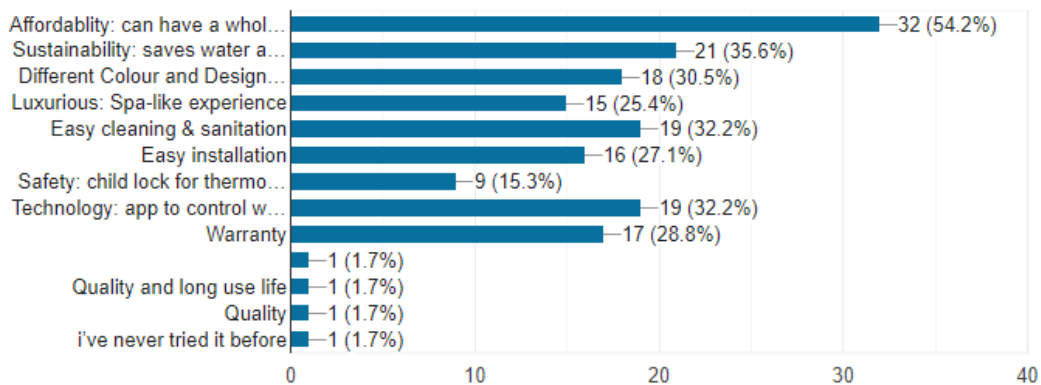


Figure 4: Bar Chart for Q4 “What factors influence your decision to purchase products for your bathroom and/or kitchen?”

Delving more into the sources of innovation, as shown in Figure 5 a total of 67.8% of the respondents get impacted by how sustainable a product is whereas the remaining 32.2% do not care whether a product is sustainable or not; it does not influence their final purchasing decision.

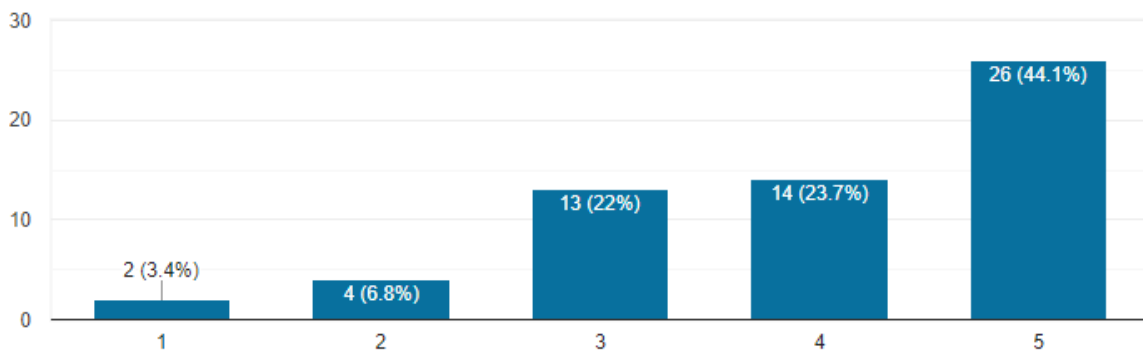


Figure 5: Bar Chart for Q5 “How important is sustainability to you when purchasing bathroom and/or kitchen water installations?”

A total of 88.1% found quality to be a crucial factor in their final buying decision whereas the remaining 11.9% are not affected by the quality of a product and rarely let it impact their choice- see Figure 6.

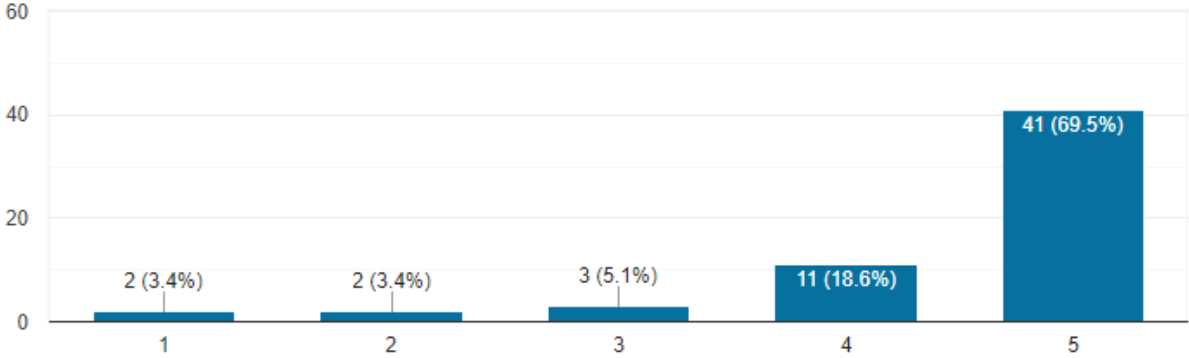


Figure 6: Bar Chart for Q6 “How important is quality to you when purchasing bathroom and/or kitchen water installations?”

According to Figure 7, 17% of the respondents find technology to not be an important factor in their bathroom and/or kitchen products. 37.3% were indifferent while the remaining 45.7% found it to be essential.

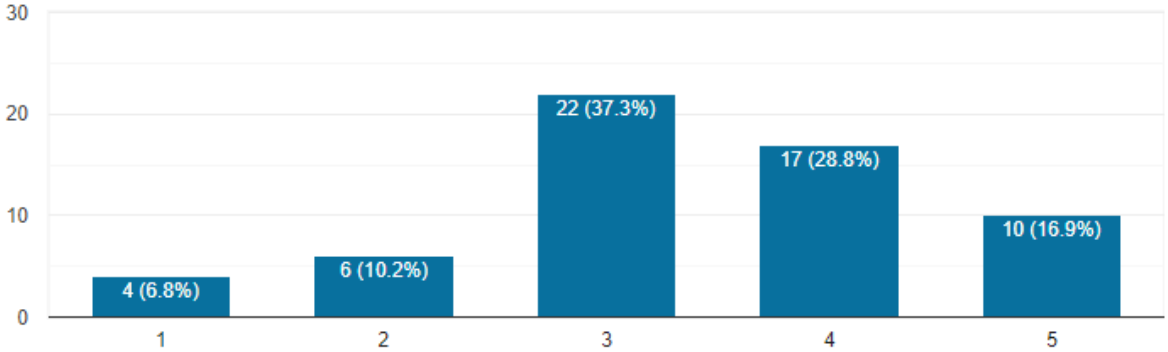


Figure 7: Bar Chart for Q7 “How important is technology to you when purchasing bathroom and/or kitchen water installations?”

Based on the findings shown in Figure 8, 28.8% of the respondents find that design is not the main factor in deciding to purchase a product for their bathroom and/or kitchen, while the remaining 71.2% find it as crucial in their buying decision.

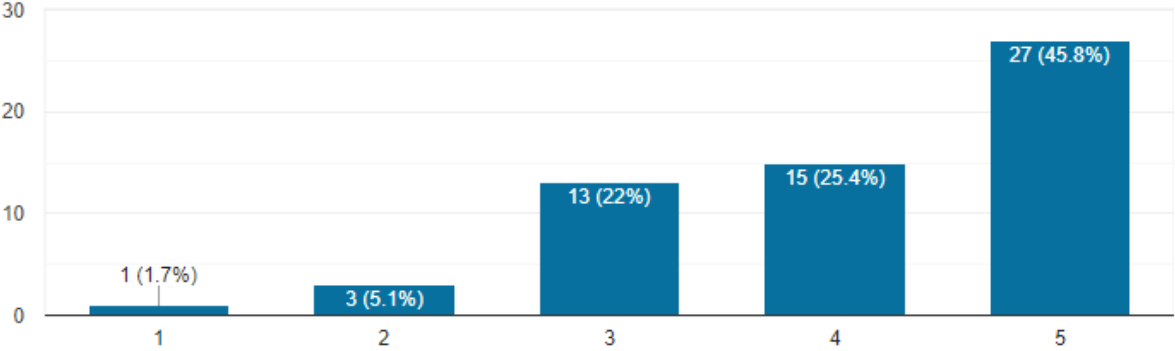


Figure 8: Bar Chart for Q8 “How important is design to you when purchasing bathroom and/or kitchen water installations?”

Marketing Communications

In order, respondents preferred the top 3 methods to get their advertisement and further information about the products and brand through social media (78% votes), showrooms (37.3% votes) and influencer posts (27.1%)- see Figure 9.

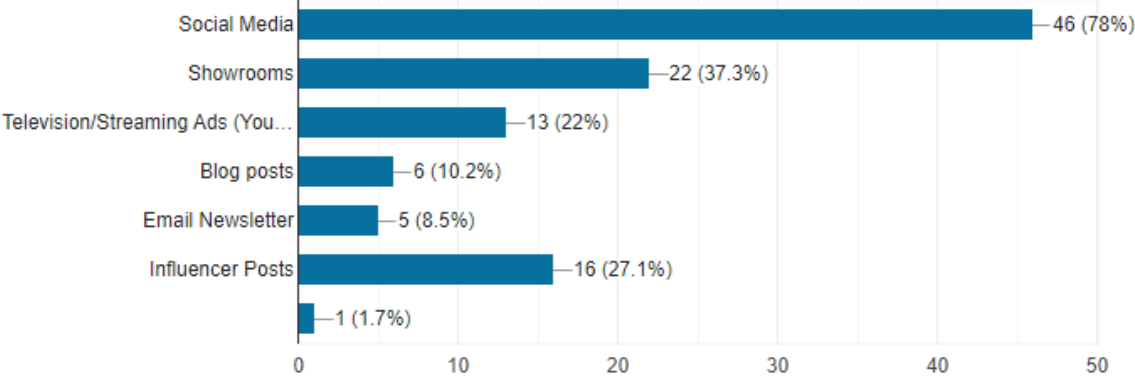


Figure 9: Bar Chart for Q9 “Which channels do you prefer to receive information about our brand and products?”

Approximately 35.6% of the survey respondents seem to be likely or more than likely to purchase a product from us after seeing an advertisement or promotional campaign. As shown in Figure 10 below, 37.3% answered indifferently while the remaining 26.4% will unlikely be influenced by campaigns to purchase a product.

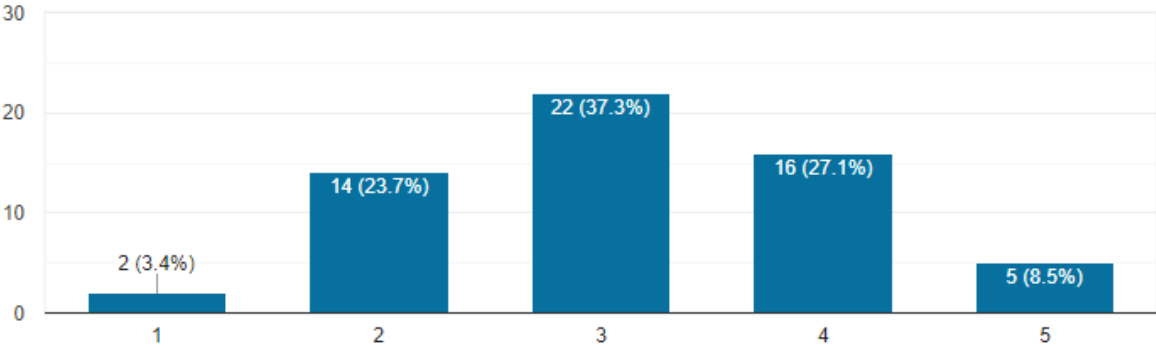


Figure 10: Bar Chart for Q10 “How likely are you to purchase our products after seeing an advertisement or promotional campaign?”

When asked the open ended question of: “What kind of promotional offers/rewards would encourage you to purchase a product from Grohe?”- a majority of the responses were to create discounts (through loyalty programs, buy-one-get-one offers, 50% friends & family discount etc.) Many stated that post purchase services would be highly desirable, such as if the product malfunctions/breaks/etc it can be fixed without having to pay for the equivalent of a new product or more. Others suggested ideas such as gift sets, free samples, and bundles to be offered they would like

As illustrated by Figure 11 below, 88.1% of the respondents said they would be likely to recommend Grohe products to their friends and family while the remaining 11.9% are less likely to.

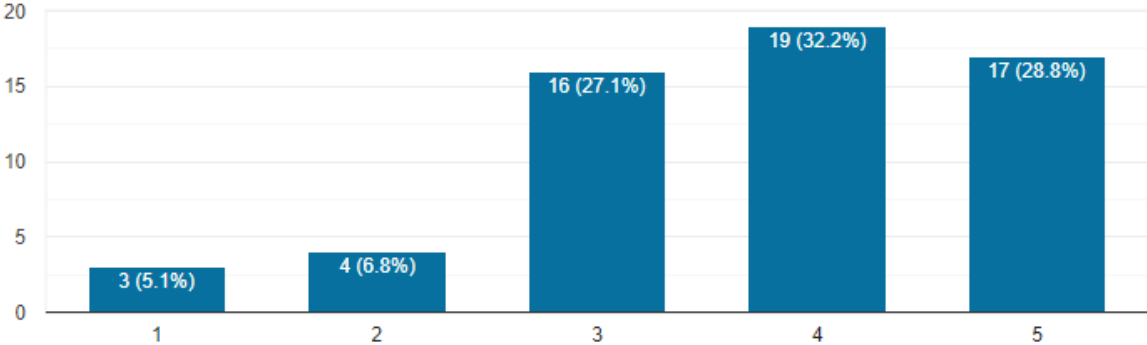


Figure 11: Bar Chart for Q12 “How likely are you to recommend our products?”

Chapter 5

5.1 Conclusion

Grohe is a leading brand in the bathroom and kitchen industry, and the four factors of innovation - technology, quality, design, and sustainability - are critical to its success. Grohe is known for its innovative use of technology in its products. The brand invests heavily in research and development to create products that are not only functional but also efficient and environmentally friendly, such as its EcoJoy line of products that reduce water consumption. Having built a reputation for producing high-quality products that last for years, Grohe uses premium materials and rigorous testing to ensure that its products meet the highest standards of quality, which is reflected in its industry-leading warranties. Grohe's products are not only functional but also aesthetically pleasing. The brand has won numerous awards for its design, which incorporates sleek lines and timeless styles to appeal to a broad range of customers. Not to mention, the brand is committed to sustainability and reducing its environmental impact, having implemented various initiatives to reduce its carbon footprint, such as using renewable energy sources in its factories and reducing water consumption in its products.

According to the findings, quality is the most important factor alongside sustainability and design while the respondents seemed to find technology as not to be a crucial part in their purchasing decision when it comes down to the four sources of innovation. Grohe can now take reasonable actions based on the findings. As the research finds that sustainability is a high priority for Saudi Arabian customers, the brand can prioritize its sustainability initiatives and communicate them more effectively in its marketing efforts. Since the research also finds that design is a critical factor, Grohe can focus on creating products that appeal to Saudi Arabian customers' aesthetic preferences while also incorporating technological innovations and maintaining high-quality standards, to still allow the technological factor to be prominent and penetrate the market that is not used to it yet, all while ensuring the best quality control that they have been known to have throughout the years.

Overall, by understanding the importance of the four factors of innovation and after conducting market research to gain insights into the specific needs and preferences of the Saudi Arabian

market, Grohe is more able to tailor its products and marketing efforts to better meet the needs of its customers in the region and maintain its position as a leading brand in the industry.

5.2 Recommendations

As the majority of respondents communicated that their most preferred channels of communication are social media, influencer posts, advertisements while also finding showrooms to be very useful, it would be in the best interest of the company to invest more attention to those means and make those the main channels for the Saudi market. Only 18.6% of the respondents knew about the brand its products through social media ads, while more than half have heard of the brand through word of mouth or exposure to the product itself, and the remaining have no preconceived notion on the brand. Despite the majority of the 59 respondents of the survey being 25 years or below, which on the surface may seem to not be the target audience, it is important to note that they are very much an audience to be targeted and reached to establish the brand in the minds of the future consumers not to mention they also influence the buying decision of the homeowners- parents or grandparents- it is crucial to ensure that the results are taken into account and that the recommendations are just stepping stones in perhaps ensuring a more successful exposure to the brand.

A recommendation to rectify this would be to do more showroom events: not only having it in the showrooms alone but creating an event around it (whether monthly or semi annually) and having it open to the public for all ages showcasing what the product would be like in real life by having kids try it out, allowing them the ability to be messy only to show how easy to clean, durable and safe the products are. Allowing the children of families to use it will not only create a fun buzz around this event, possibly generating more visitors for future ones to come, but will also deliver the message more hands on and spread the word on Grohe products in a different sense and method than before.

Another recommendation is to allow social media and influencer posts to be more prominent and another core method of sending Grohe's message. For example, allow influencers to make call-to-action posts for their followers when the aforementioned showroom events are happening or close to the date. Also having influencers upload morning routines using Grohe products

clearly shown whether its when they are washing their faces, preparing breakfast or putting on makeup- does not matter if its a cooking influencer, lifestyle influencer etc. so long as they are Saudi influencers it would be the best to grab the most attentions from any and all Saudi audiences.

More notably, another crucial recommendation in this study would be that Grohe should have their own Saudi social media accounts; rather than the general MENA/EMENA account that they currently have now. This will allow them to more closely target and monitor engagement from Saudi Arabia rather than the whole MENA/EMENA region.

References

About GROHE | GROHE. (n.d.). Welcome | GROHE.

<https://www.grohe.com/en/corporate/about-company/grohe-history.html>

About us. (n.d.). LIXIL. <https://www.lixil.com/en/about/>

Applications for ABS plastic sheeting - A&C plastics. (n.d.). Plastic, Acrylic &

Polycarbonate Sheet Supplier | A&C Plastics - Find Polycarbonate, Plastic & Acrylic

Sheets for your Industry Solutions.

<https://www.acplasticsinc.com/informationcenter/r/using-abs-plastic-sheeting-compared-to-other-materials>

Did you know? – The history of Grohe brand. (n.d.). GROHE X.

<https://www.grohe-x.com/en/academy/didyouknow/grohehistory>

(n.d.). DSpace.

<https://repository.au.edu/server/api/core/bitstreams/40b7c051-7b4a-4e7b-b915-ec7668ff1621/content>

Grohe. (2022, September 18). Wikipedia, the free encyclopedia. Retrieved May 15,

2023, from <https://en.wikipedia.org/wiki/Grohe>

Damanpour, F. (2014). Footnotes to innovation research. *Journal of Management Inquiry*, 23(1), 3-6.

Grohe. (n.d.). About Grohe. Retrieved from https://www.grohe.us/en_us/about-grohe/

Research and Markets. (2021). Global kitchen and bathroom sanitation fittings market report 2020-2027: Growing demand for touchless and contactless solutions due to COVID-19 pandemic. Retrieved from

<https://www.globenewswire.com/news-release/2021/05/18/2231459/0/en/Global-Kitchen-and-Bathroom-Sanitation-Fittings-Market-Report-2020-2027-Growing-Demand-for-Touchless-and-Contactless-Solutions-Due-to-COVID-19-Pandemic.html>

Tidd, J., & Bessant, J. (2018). *Managing innovation: Integrating technological, market and organizational change* (6th ed.). John Wiley & Sons.

Lixil group. (2023, April 16). Wikipedia, the free encyclopedia. Retrieved May 15, 2023, from https://en.wikipedia.org/wiki/Lixil_Group


Sense-guard. (n.d.). Kitchen and Bathroom Faucets, Sinks, Tubs, Showers, and Accessories. <https://www.grohe.us/Smarthome/sense-guard>

Hongratanauthai, S. 2004 'A Marketing Plan for Bathroom and Kitchen Products'

Retrieved from Assumption University in Bangkok, May 2023,

<https://repository.au.edu/server/api/core/bitstreams/40b7c051-7b4a-4e7b-b915-ec7668ff1621/content>

Appendix A: Survey.



Grohe: Research Project on Marketing and Advertising a Luxury Sanitation Brand

Grohe is a leading German luxury brand for sanitary fittings for your kitchen and/or bathroom.

This survey is to gather insights into the marketing and advertising efforts of our luxury brand that sells sustainable bathroom and kitchen sanitary fittings. We want to better understand how our target audience perceives our brand and products and how we can improve our marketing and advertising strategies to better meet their needs and preferences.

This survey is open to individuals who have purchased or shown interest in luxury sustainable water fittings for their home, and will take approximately 5 minutes to complete - all responses will be kept confidential. Your feedback will be valuable in helping us improve our efforts.

What is your age range? *

- 25 or below
- 26-30
- 31-35
- 36-40
- 41-45
- 46 or above

How did you first hear about Grohe? *

- Word of mouth
- Social Media ad.
- Event Booth
- Influencer posts or mentions
- Other...

Have you used a Grohe product before? *

Yes

No

What factors influence your decision to purchase products for your bathroom and/or kitchen? *

- Affordability: can have a whole fitting set, from shower head to the ceramics and faucets, all at a reason...
- Sustainability: saves water and/or made of recycled materials
- Different Colour and Design Options
- Luxurious: Spa-like experience
- Easy cleaning & sanitation
- Easy installation
- Safety: child lock for thermostat settings to avoid accidental scalding from hot water
- Technology: app to control water flow and detect flooding or pipe damages etc.
- Warranty
- Other...

How important is sustainability to you when purchasing bathroom and/or kitchen water installations? *

Not Important 1 2 3 4 5 Very Important

How important is quality to you when purchasing bathroom and/or kitchen water installations? *

Not Important 1 2 3 4 5 Very Important

How important is technology to you when purchasing bathroom and/or kitchen water installations? *

Not Important 1 2 3 4 5 Very Important

How important is design to you when purchasing bathroom and/or kitchen water installations? *

	1	2	3	4	5	
Not Important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Important

Which channels do you prefer to receive information about our brand and products? *

- Social Media
- Showrooms
- Television/Streaming Ads (YouTube/Shahid etc.)
- Blog posts
- Email Newsletter
- Influencer Posts
- Other...

How likely are you to purchase our products after seeing an advertisement or promotional campaign? *

	1	2	3	4	5	
Not Likely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Likely

What kind of promotional offers/rewards would encourage you to purchase a product from Grohe? *

Short answer text
.....

How likely are you to recommend our products? *

	1	2	3	4	5	
Not Likely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Likely

Thank you for your time!

Your time taking in answering these questions is appreciated.