



# UNIVERSIDADE CATÓLICA PORTUGUESA

## DIGITAL MARKETING STRATEGY FOR DOMESTIC KITCHEN APPLIANCES: A CASE STUDY FOR THE PHILIPS DOMESTIC APPLIANCES IN THE NETHERLANDS

Internship Report submitted to Universidade Católica  
Portuguesa to obtain a Master's Degree in Communication,  
Marketing and Advertising

By

Nilgun Asli Tosun

Universidade Católica Portuguesa  
Faculty of Human Sciences

December 2023



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## **Abstract**

This internship report examines the intersection of digital marketing, brand strategy, and relation to organizational corporate culture, particularly emphasizing the domestic kitchen appliances industry. The case study methodology is employed for an in-depth examination to evaluate the digital marketing methods utilized by Philips Domestic Appliances (Philips DA) in the Netherlands. This study evaluates Philips DA's digital marketing strategies, focusing on product promotion, sales outcomes, customer involvement, and its mobile application, NutriU App integration, based on a comprehensive review of existing scholarly works, internship observations, and interviews with the Philips DA marketing team in the Netherlands. This study employs a qualitative research methodology, specifically following the research design suggested by Robert K. Yin (2018). Study's primary data collection technique is interviews with Philips DA's marketing team. The data analysis utilizes a theme analysis approach by following Braun and Clarke's (2006) "Using Thematic Analysis in Psychology." This research highlights the significance of understanding global corporate culture and digital marketing strategies to achieve brand success. Furthermore, this study discusses future research avenues and examines the industry's implications.

**Keywords:** Philips Domestic Appliances in the Netherlands, NutriU App, Digital Marketing, Global Corporate Culture, Marketing Strategy, Brand Strategy, Corporate Marketing, Digital Transformation, Innovation in Marketing, Global Marketing Strategies, Domestic Kitchen Appliances, Organizational Culture, Consumer-Centric Strategies, Consumer Engagement

## **Resumo**

Este relatório de estágio examina a interseção entre marketing digital, estratégia de marca e relação com a cultura corporativa organizacional, enfatizando particularmente a indústria de eletrodomésticos de cozinha. A metodologia de estudo de caso é empregada para uma avaliação aprofundada dos métodos de marketing digital utilizados pela Philips Domestic Appliances (Philips DA) nos Países Baixos. Este estudo avalia as estratégias de marketing digital da Philips DA, focando na promoção de produtos, resultados de vendas, envolvimento do cliente e integração da sua aplicação móvel, NutriU App, com base numa revisão abrangente de trabalhos académicos existentes, observações de estágio e entrevistas com a equipa de marketing da Philips DA nos Países Baixos. Este estudo emprega uma metodologia de pesquisa qualitativa, seguindo especificamente o desenho de pesquisa sugerido por Robert K. Yin (2018). A principal técnica de recolha de dados do estudo são entrevistas com a equipa de marketing da Philips DA. A análise de dados utiliza uma abordagem de análise temática seguindo Braun e Clarke (2006) em "Using Thematic Analysis in Psychology." Esta pesquisa destaca a importância de compreender a cultura corporativa global e estratégias de marketing digital para alcançar o sucesso da marca. Além disso, este estudo discute futuras vias de pesquisa e examina as implicações para a indústria.

**Palavras-chave:** Philips Domestic Appliances nos Países Baixos, Aplicativo NutriU, Marketing Digital, Cultura Corporativa Global, Estratégia de Marketing, Estratégia de Marca, Marketing Corporativo, Transformação Digital, Inovação em Marketing, Estratégias Globais de Marketing, Eletrodomésticos de Cozinha, Cultura Organizacional, Estratégias Centradas no Consumidor, Envolvimento do Consumidor

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## **Introduction**

The rapid advancement of technology and the digital revolution have significantly impacted various aspects of society and businesses. Digital initiatives have transformed traditional businesses like domestic kitchen appliances, changing market positioning and customer involvement. The known household appliance manufacturer Philips Domestic Appliances is one of the examples of this transition. Nevertheless, the multifaceted structure of the corporate landscape, along with the rapid and constantly evolving advancements in digital marketing trends, presents notable challenges for established market leaders like Philips DA. This internship report seeks to examine the digital marketing strategies employed by Philips DA in promoting its kitchen appliances within an evolving digital and corporate landscape.

The internship report is structured into two parts; part one lays a theoretical framework for understanding the necessary concepts. The theoretical framework examines the fundamental principles and concepts of corporate marketing in kitchen appliances and its marketing strategies. Corporate marketing involves a comprehensive approach, including effective branding as a foundational element. A strong corporate brand is crucial for businesses to differentiate themselves from competitors and maintain relevance in a crowded marketplace. A balanced emphasis on core values, such as mission statements, guiding principles, and cultural framework, is essential for establishing stakeholder and consumer trust and sustaining corporate success. Adaptive branding and the company's mission statement provide direction toward achieving broader aspirations. Corporate identity emphasizes establishing and maintaining connections with stakeholders, including customers, employees, investors, and the community. The cultural framework shapes organizational behaviours and attitudes, influences stakeholder perception, and reinforces the brand's identity. In the era of globalization, companies must adapt their advertising, communication, and marketing strategies to local markets and cultures, prioritizing transparency, and accountability in the digital age. Therefore, the first chapter of the theoretical framework examines existing literature about corporate marketing and branding strategies and the communication channels used in these strategies. It also explores how these marketing practices are adopted by local cultures, with a specific focus on the Dutch market.

The second chapter in the theoretical framework delves deep into exploring marketing approaches in the Domestic Kitchen Appliances Industry. The domestic kitchen appliances

industry is expanding due to increasing public awareness about health and well-being. Companies like Electrolux, Samsung Group, LG Electronics, BSH Hausgeräte GmbH, The Whirlpool Corporation, Robert Bosch, Philips N.V., Miele, General Electric Company, Haier Group Corporation, and Beko are the leading players in the industry. These organizations incorporate distinctive innovations and customization into their products and marketing strategies to maintain relevance and stay competitive. Due to the fast advancement of digital technology, they extensively use digital marketing strategies. Hence, the second chapter delves into the market share of domestic kitchen appliances and its corresponding marketing approaches. The concepts of segmentation and targeting in marketing, as well as the channels they have been utilized in, are discussed in relation to the domestic appliances industry. Later, these concepts are analysed within the framework of digital marketing tactics in the corporate setting.

The second part of the internship report, the case study section, provides the insights obtained from internship experiences in the Netherlands and depicts the reputation of Philips DA within the kitchen appliance business, its digital marketing strategies, data insights for its software application, NutriU App, and delves into Philips DA's journey to rebranding to Versuni. Philips Domestic Appliances has been utilizing digital marketing strategies to improve its market position in the kitchen appliance industry. The NutriU App, introduced in 2018, offers cooking instructions, videos, compatibility with various appliances, and a community feature in over 40 nations. The app aims to provide consumers with physical functionality while enhancing the experience with ease and personalization. However, Philips DA faces challenges in navigating digital innovation; the app's churn rate has been lower than expected in 2022, suggesting that retaining users is challenging. In 2023, Philips Domestic Appliances was rebranded as Versuni, signalling a transformative shift in marketing strategies and the potential for allocating resources towards consumer-centric digital technologies and improving marketing campaigns. The research examines Philips DA's digital marketing strategies, identifying gaps, corporate culture's role, market adaptability, alignment with the NutriU app, and innovation level in the Netherlands. Hence, the nature of this research is suitable for a case study subject.

The next chapter within the section of the second part of the research includes descriptive memory and research methodologies. Descriptive memory consists of the personal experiences gained over a 10-month internship term. It depicts the marketing team collaborated with and the

corporate setting at Philips DA Netherlands. It highlights the responsibilities, points of view, and difficulties encountered during this period. The primary responsibility in this period was to create and execute digital marketing strategies for the NutriU App. Hence, the challenges faced by the NutriU App were observed firsthand. The emergence of digital platforms plays an essential role in the development and growth of brands, and thus, emerging companies take competitive initiatives by taking advantage of these platforms. However, this is both an advantage and an obstacle for corporate brands like Philips DA. This research focuses on the intersection of traditional and digital methods. One of the notable discoveries made during the internship experience was the brand's effort to improve its digital marketing methods for the NutriU app. Upon first observation, the brand effectively showcased employing digital trends and adopted a pioneering role. However, it became evident upon examination that many complexities were hidden under the surface. In the next chapter, a research methodology was designed to understand these complexities and observe the reasons for the challenges. The research methodology design employed in this chapter is influenced by the foundational work of Robert K. Yin, as presented in his book "Case Study Research and Applications: Design and Methods." The research methodology is based on Robert K. Yin's (2018), which allows for data gathering from various sources, including interviews, document analyses, and direct observations. A single-case embedded research design is best suited as it explores multiple dimensions of Philips Domestic Appliances' digital marketing strategies, particularly NutriU App's digital marketing strategy. During the internship, questions arose from observations and an in-depth literature review. To what extent does a corporate culture with many strengths inadvertently inhibit innovation or risk-taking in the digital space? Moreover, "How effective are Philips DA's digital marketing strategies for home kitchen appliances in terms of product marketing, sales performance, customer engagement, and compatibility with the NutriU app?" "Why are there gaps or shortcomings in Philips DA's current digital marketing strategies, and what underlying factors contribute to these?" "How does Phillip DA's corporate culture impact the alignment or integration of digital marketing strategies with the NutriU app?" and "Why does Philips DA's corporate culture affect the level of innovation or risk-taking in digital marketing strategies for domestic kitchen appliances?" These research questions aim to examine the effectiveness of Philips DA's digital marketing strategies, identify possible gaps, and analyse the impact of its corporate culture on these initiatives.

Choosing an appropriate data source to address these research questions was essential. Qualitative methodology was employed for this approach due to the nature of the research questions, and it is appropriate for investigating, describing, or comprehending phenomena in a real-world setting. Additionally, theories developed in the research methodology chapter. Theories are crucial for understanding issues and creating a coherent theoretical foundation for data collection and analysis. Three theories have been developed for this exploratory research based on literature review and internship observations. The first theory focuses on corporate culture's impact on digital marketing initiatives, with companies prioritizing innovation and technology more likely to use advanced methods. The second theory explores the correlation between customer engagement for the NutriU App and the consumer-centric approach, emphasizing the importance of understanding target audiences when creating digital marketing strategies, particularly for social media. The third theory suggests that integrating the NutriU App with Philips DA's overall digital marketing strategies can improve kitchen product sales performance. These theories aim to explain the underlying reasons or processes that lead to observed phenomena, focusing on Philips DA and the NutriU App. Qualitative data from interviews and observations provides rich insights to better understand this phenomenon. The primary data source was interviews with the Philips DA marketing and NutriU App team in the Netherlands. In the data-collecting phase of this study, eight individuals from the marketing team of the Philips DA kitchen division were interviewed. Interviews were conducted in 30-minute intervals, with questions formulated to obtain specific outcomes rather than being lengthy and subject to varying interpretations.

The interviewers were carefully chosen based on their roles within the team, with questions tailored to each participant based on their unique roles and job responsibilities. The interview questions varied based on the individuals' positions but mainly focused on the "why" and "how" aspects, specifically the marketing strategies employed for the NutriU App. The interview questions exhibit variation based on the individuals' positions but are centred around the marketing strategies used for the NutriU App. After collecting primary data from the interviews conducted in the research, the following chapter focuses on analysing this data.

This data analysis was conducted using Braun and Clarke's (2006) methodology, a thematic analysis, which is consistent with Yin's research approach. Based on data analysis, findings and

conclusions were drawn, considering the theoretical background and observations made during the internship. The study used an inductive theme qualitative methodology to analyse and categorize data from Philips DA's marketing strategies. The process involved understanding the transcript data, formulating initial codes, identifying potential themes, reviewing, enhancing, establishing, labelling, refining, and crafting a comprehensive report. The findings revealed eight major themes: Effectiveness of Philips DA's marketing strategies, Alignment with the NutriU App, Challenges, Company Culture, Customer Engagement, Recommendations for improvements, Resource allocation, and Factors affecting strategies. The main discussion among participants revolved around evaluating the effectiveness of Philips DA's marketing strategies in practice. Participants consistently emphasized or referenced their views on these strategies' overall success or shortcomings, suggesting it is a central point of consideration in the company's marketing discourse.

The conclusion, which constitutes the final chapter of the research paper, interprets the findings, and addresses the research questions. It also provides recommendations from the analyses, considering literature review, company insights, and internship observations. Upon further examination of the data analysis, several findings were made. Philips DA's marketing strategies for kitchen products through the NutriU App are effective, but there is room for improvement in digital marketing and application promotion. The company needs a comprehensive, omnichannel digital strategy to maximize interaction and alignment with the NutriU app. Internal reasons for this gap include insufficient investment in the digital marketing department, a need for a specialized social media team, and a strict commitment to conventional marketing strategies. Limited resources and a conservative attitude to marketing innovations contribute to the deficiencies in Philips DA's digital marketing strategy.

Additionally, bureaucratic procedures and risk-averse corporate culture hinder quick integration and alignment with broader digital marketing plans. Philips DA, a prominent domestic appliances manufacturer, enhances promotion and sales through digital marketing strategies, including holistic digital interactions, cross-promotion on social media, data analytics, and consistent marketing across digital channels. However, the company should prioritize keyword optimization and semantic SEO to capture complex user inquiries. Philips DA should diversify its digital marketing strategies across multiple media to attract younger consumers, partner with

influencers, and generate platform-specific content. Localized digital content through community-based blogs or advanced geotargeted social media campaigns can also be beneficial. Content marketing should curate high-quality content that resonates with Philips DA's target audience, and user feedback and visual additions can improve user experience. Regular digital marketing training for employees can increase strategy implementation agility and improve company culture. In the rapidly evolving digital age, companies like Philips DA must actively listen, adapt, and innovate to succeed and leave a lasting impact on customers.

In the context of digital marketing, this research explores the strategies used by Philips DA, one of the leading global brands, to effectively adapt technological initiatives, considering its deep-rooted corporate culture. This research investigates Philips DA's marketing strategies, aiming to understand how a brand with a significant historical background overcomes the obstacles of technological advancements. This study explores the strategies companies can implement to align their corporate identities with the demands of the digital age. It is essential to note that this research extends beyond academics. These insights could guide other individuals in the domestic kitchen appliances industry. Research can help navigate the complex dynamics that arise from the coexistence of branding practices and the emergence of digital innovations.

## **Part I - Theoretical Framework**

### **Chapter I – Corporate Marketing in Appliances**

Chapter I of this thesis lays the theoretical groundwork for exploring the marketing strategies that corporate companies adopt and utilize, emphasizing domestic kitchen appliances and digital marketing strategies. It starts with a comprehensive literature review that delves into corporate marketing, the domestic kitchen appliances market, and the role of digital marketing. This part provides the necessary background to understand the case study subject that will be provided in Part II, Philips DA Kitchen Appliances in the Netherlands.

#### 1. Literature Review

##### 1.1. Corporate Marketing & Branding

Corporate marketing initiatives need a comprehensive and multifaceted approach, which requires effective branding as a foundational aspect of corporate marketing. Therefore, examining the key components of successful branding as a preliminary step is essential. This literature review section explores the key elements contributing to developing an effective marketing strategy for corporate brands. The globalized world requires businesses to create solid brands with distinctive identities that set them apart from competitors in the services or products they provide to customers. Corporate branding is a strategic approach that distinguishes one company from its competitors by effectively communicating the unique value proposition connected with its product or service (Aaker, 2004). However, building a solid corporate brand requires continuous evaluation and maintaining relevance within a crowded marketplace. Global international corporations must take a strategic approach to crafting and adapting sustainable brand structures (Hatch & Schultz, 2003; Balmer, 2008). Developing a brand identity involves putting significant focus on core values that extend beyond visually appealing designs. These core values have several layers of operations, including mission statements, guiding principles, cultural framework, and other relevant factors that contribute to defining an exceptional product experience (Hatch & Schultz). A balanced emphasis on these core values will establish stakeholder and consumer trust and sustain corporate success.

A strong sense of purpose is needed to provide exceptional products or services to establish a successful corporate brand. According to Keller (1999), this sense of purpose lies within the company's mission—a concise definition of what drives companies forward. By aligning all

business actions with its core purposes through effective mission statements, brands create consistent identity and credibility with their stakeholders. Maintaining consistency in brand management may provide advantages for businesses, especially in the perception of stakeholders. However, this commitment to consistency should not prevent brands from exploring innovative techniques to enhance brand awareness; companies should practice these techniques if these approaches align with their established mission. Balmer (1998) adds that organizations must adapt to market circumstances to create a solid and successful corporate brand while staying true to their mission statement. The essential advantage of such adaptive branding is increased stakeholder engagement, strengthening their connection with the corporation. Adaptive branding and the company's mission statement are essential in providing direction toward achieving broader aspirations (Keller, 1999). The company reinforces its beliefs and values through this mission, strengthening its corporate identity. Corporate identity includes several elements, including brand ethos, vision, mission, and values, which serve as an organization's unique characteristics. The guiding principles play a crucial role in governing organizational behaviour, as they serve as fundamental elements that contribute to forming the company brand's DNA (de Chernatony, 1999).

Companies' brand identities are like fingerprints, distinguishing them in crowded business environments. Being authentic, transparent, and representing its principles helps an organization build stakeholder trust and loyalty. According to de Chernatony (1999), this authentic corporate identity, which must have guiding principles, consists of several elements, such as the "brand's vision," "culture," "positioning," "personality," "relationship," and "presentation," all of which contribute to the formation of the corporation's values. In its most basic form, values are the beliefs and principles that influence a corporation's actions and decisions (de Chernatony, 1999). The corporation's values serve as its ethical guidance, shaping the course of its corporate operations. According to de Chernatony (1999), a company's values are vital in forming a distinct and authentic corporate brand.

According to de Chernatony (1999), a brand's vision drives the company's long-term objectives, ambitions, and corporate perspective, and it has several aspects, including strategic decision-making, developing products, marketing strategies, and consumer interactions. A strong brand vision effectively aligns with customers' aspirations and values, fostering a sustainable and

meaningful connection. Establishing a coherent brand identity that effectively connects with customers and distinguishes itself in the marketplace is achieved via consistently reinforcing the brand vision across all facets of the company. A strong brand vision serves as a guiding principle for a brand, providing direction and stability in the face of unpredictable market conditions and evolving customer preferences. To attain success, a brand needs to have a well-defined vision that effectively communicates a sense of purpose and provides guidance. Furthermore, the management team needs to have the capability to anticipate and predict the future trajectory for at least the next five years.

A brand's culture includes the principles, values, norms, and behaviours that differentiate it from its competitors. This phenomenon is seen in all organizational activities, including customer service, product development, and marketing approaches. A strong brand culture promotes internal unity, customer connection, employee satisfaction, and loyalty. It guides strategic and operational decisions, keeping the brand committed to itself in the ever-changing business environment. Therefore, brand culture is a significant asset for a brand, as it provides a unique personality and character that sets it apart from competitors in the market (de Chernatony, 1999).

Apart from the product itself, the formation of brand positioning is essential for a brand to establish a distinct position in the consciousness of consumers. It includes how a brand's features, benefits, values, and personality are perceived compared to its competitors. To achieve this, brands need a value proposition that addresses specific needs or desires. Positioning requires constant maintenance and recalibration as market dynamics evolve and new challenges emerge. Since inconsistency between claims and actions can damage the brand's reputation, it should be credible and consistent with the brand's vision and culture (de Chernatony, 1999). Successful positioning extends beyond traditional approaches, emphasizing the significance of being distinctive. This includes the unique selling proposition is presented clearly and consistently across all touchpoints. Positioning within a highly competitive market is an effective way for a brand to differentiate itself, maintain relevance, and build a strong customer relationship.

According to de Chernatony (1999), brand personality—a company's values, attitude, and behaviour—is essential to its corporate identity. This facilitates connections between customers and a brand. A brand seeking to establish itself as unique, relevant, and creative can cultivate a dynamic and innovative personality. On the other hand, a brand that aims to represent traits of

reliability, trustworthiness, and longevity may develop a persona characterized by reliability and constancy. To maintain consistency and coherence, a brand's personality must be consistent with its overall vision, values, and positioning across all forms of communication and interactions. Consumer disbelief and the decline of a brand's reputation may arise from inconsistencies between its intended personality and the actual behaviour of the brand. It is essential for brands to actively develop and effectively manage their personalities to fit with their unique identities, establish differentiation from competitors, and effectively connect with their intended target customers. Creating a carefully constructed brand personality can foster strong customer loyalty, develop deep emotional connections, and enhance the overall value of a brand.

According to de Chernatony (1999), corporate identity places significant emphasis on establishing and maintaining connections with a brand's identity. Establishing relationships between the brand and its stakeholders, including customers, employees, investors, and the broader community, builds brand loyalty and enhances its value. Brands must establish strong and positive connections with stakeholders by cultivating a work environment that nurtures mutual respect, active involvement, and alignment with their fundamental principles. These connections have a significant impact on the reputation of the company as well as the perception of consumers. Brands must fulfil their social responsibility by actively contributing to their communities and keeping ethical and sustainable practices. Strong and positive relationships significantly shape a brand's identity and affect its perception and reputation, ultimately leading to heightened trust, loyalty, and brand equity.

A brand establishes its presence among its target audience using advertising, packaging, internet representation, and other contact points. The verbal and visual representation of a brand's vision, culture, position, and personality is called brand expression. The alignment of the product design, packaging, and marketing materials must mirror the brand's aesthetic and functional principles. Establishing an online presence, including websites, social media platforms, and many other digital touchpoints, is of the utmost significance for a brand's representation in the digital landscape. These platforms must provide a coherent and captivating user experience that accurately embodies the brand's identity and principles. Brand presentation is a crucial component of its corporate identity since it plays a significant role in shaping stakeholders' perspectives and impacting their brand engagement (de Chernatony, 1999). A solid brand

presentation promotes a positive reputation, enhancing the brand's relationship with its workers, consumers, and stakeholders. According to De Chernatony (1999), the brand qualities outlined above serve as guiding principles and values for the brand. These ideals have a dynamic nature and need full integration inside the company. These principles must be continually represented in the organization's activities, serving as a guiding force across all hierarchical levels, ranging from top management to frontline employees. By implementing the principles, the company may cultivate a distinct identity that creates a sense of unity among its stakeholders. The alignment between purpose and values is crucial in establishing a solid brand identity. The mission statement offers strategic direction, while the values provide the moral and ethical boundaries in which the company operates. According to de Chernatony (1999), integrating this intersection is crucial for establishing a strong corporate brand and solid groundwork for efficient stakeholder interaction. Chernatony (1999) emphasizes that combining these principles with a well-defined purpose statement is the fundamental framework for establishing a business identity. The frameworks offered by these entities play a crucial role in shaping strategic decision-making processes, influencing stakeholder engagements, and ultimately guiding the organization toward achieving its long-term objectives. A solid brand identity could be achieved by maintaining loyalty to a company's core values, purpose, and goals, effectively developing its brand image, and maintaining its place within the global market.

The alignment of a company's objectives and principles to achieve optimal alignment creates a corporate culture that supports the development of a solid and authentic organizational identity (Aaker, 2004). The organizational culture of a company strengthens the corporate brand internally and externally. Organizational culture represents employees' collective behaviours, beliefs, and attitudes (Bamidele, 2022; Schein, 1985). A common metaphor for corporate culture is an iceberg, with the visible sections representing behaviours and workflows and the buried half indicating the values, principles, and presumptions that drive them (Bamidele, 2022; Schein, 1985). This iceberg analogy emphasizes the importance of culture in behaviours, shaping brand perception. How company operations are conducted influences employees' attitudes and behaviours, often manifesting in their relationships with customers, suppliers, and other stakeholders. The impact of this has a direct influence on the reputation and perception of the company's brand. (Hatch & Schultz, 2008). Employees are the foundation of a company's brand image, especially in service-oriented businesses. The corporate brand's building of respect,

favourability, and loyalty is contingent upon demonstrating employee involvement, customer interest, empowerment, responsiveness, and competence. The fundamental aspects of significance are in the mindset and cultural framework that serve as the foundation for various behaviours (Aaker, 2004). A positive experience increases employee engagement, productivity, innovation, and retention (Harter et al., 2002). The impact of internal corporate experiences goes outside the organization, as committed employees are more likely to provide improved customer experiences that strengthen the brand's commitment (Punjaisri et al., 2008). When there is alignment between the culture and the brand commitment, the brand's reliability and consistency are strengthened. On the other hand, a disconnect between culture and brand may result in differentiation in how stakeholders perceive the brand, negatively impacting the company's reputation and reliability (Balmer & Gray, 2003). As transparency becomes more important in the corporate field, stakeholders are increasingly interested in understanding the brands' values with which they engage in commercial transactions. This includes the company's perspective towards employees, ethical principles, viewpoint on social matters, and fundamental cultural principles. Hence, a company's culture plays a crucial role in shaping the corporate brand, consequently impacting stakeholders' perceptions. Particularly within the era of social media, it has become more common for employees and other stakeholders to spread their experiences and views to a vast audience. Consequently, this phenomenon underscores the need to align the corporate culture and brand (Kapferer, 2012).

The cultural context is of utmost importance in the establishment of corporate branding. It moulds behaviours and attitudes inside the business, impacts stakeholder perception, and strengthens the brand's identity. Therefore, global corporations must articulate their brand effectively and cultivate a supportive culture that aligns with and enhances their brand commitment. The integration and interaction of these elements form the essence of a corporate brand and identity, providing global corporations with a holistic perspective that guides their pursuit of an established global brand. Cultivating a solid corporate brand is a multifaceted process that goes beyond surface-level design aspects. It delves into a company's goal, fundamental principles, cultural structure, and the overall experience it provides its many stakeholders.

### 1.1.1. Corporate Marketing Communication Channels

Effective communication strategies in marketing are essential for corporate companies to achieve their goals and execute their strategic plans effectively. Comprehending audience intentions is crucial in formulating communications that effectively impact the intended result. Organizations with a comprehensive understanding of their target audience's preferences can craft convincing messages that drive desired outcomes. Consequently, such organizations get a competitive edge over other companies by leveraging their understanding of the audience's choices (Fill, 2009). Organizations use both traditional and innovative marketing strategies to establish connections with their target demographics. Although there is a growing trend toward adopting innovative marketing strategies, it is evident that organizations still depend on traditional marketing tools. Nevertheless, corporate brands that adeptly navigate traditional and innovative communication marketing strategies distinguish themselves in today's highly competitive corporate environment. Organizations commonly employ various traditional communication tools and channels to engage their intended audience effectively. These include advertising through online and offline mass media platforms, implementing sales promotion techniques, employing direct marketing strategies, managing public relations, utilizing personal marketing approaches, fostering positive public relations, engaging in sponsorships, and undertaking community service initiatives. In addition to traditional communication channels such as print, broadcast, cinema, and radio, companies increasingly use various digital media platforms, including social media and the Internet, to enhance their communication strategies. Marketing communications are fundamentally focused on the audience and seek to communicate the narratives and identities of brands to connect with their target audiences. Storytelling serves as the fundamental basis for all marketing communication, integrating the organization's identity, principles, and value proposition. This research focuses on digital marketing communications and strategies. However, it is essential to acknowledge the continued relevance of traditional marketing communications and strategy. Therefore, a short discussion on traditional communication is essential.

When considering traditional marketing communication, only some strategies can match the depth of mass media advertising. As described in Fill's (2009) research, mass media advertising has gained significance in the corporate world due to its capacity to shape the evolution of corporate narratives. Companies may efficiently advertise their products or services and capture

customer attention by using various advertising mediums such as TV commercials, print ads in magazines or newspapers, and sponsored radio programs. These efforts enhance brand identity and awareness, foster consumer trust in companies, and establish more attraction toward choosing these companies or brands.

Nevertheless, the implementation of mass media advertising requires a substantial financial commitment. Consequently, organizations that use mass media advertising strategies focus on reaching a more comprehensive range of audiences (Fill, 2009). Promotion in sales is a crucial component of the traditional marketing communication mix, as it effectively stimulates immediate sales (Fill, 2009). The concept involves a range of strategies, including coupons, contests, and price reductions, which effectively generate a sense of urgency to encourage consumer purchases. Nevertheless, sole dependence on this strategy may damage the brand's perceived value.

According to Fill (2009), personal marketing refers to the direct engagement of sales employees with prospective stakeholders. In contrast to more extensive mass media advertising efforts, this approach offers tailored communication that caters to individual customer needs and cultivates authentic connections with them. Including consumer input in this contact allows for acquiring crucial recommendations about future marketing efforts. Personal marketing is the most successful way to make complex transactions but requires dedication. Despite the substantial financial investment required to accomplish its objectives, it remains an essential choice for business-to-business (B2B) marketers.

Fill (2009) posits that public relations strategically manage an organization's engagement with its many stakeholders to foster a favourable reputation. This approach includes implementing press releases, organizing corporate events, and acquiring sponsorships as strategies to get media coverage and augment brand recognition. Ultimately, this phenomenon plays a role in fostering trust between an organization and its intended audience.

Corporate marketing communication channels and strategies aim to provide a compelling brand story that effectively connects with the intended audience. However, Fill (2009) emphasizes the significance of several elements that determine the choice and implementation of

these channels. Companies and brands must modify their channels and communication mix to align with their marketing goals, target audience demographics, and available resources.

The innovative communication marketing techniques mentioned previously give marketing efforts new meaning. It is an innovative method for comprehending, relating, and connecting with the target audience. According to Kotler et al. (2017), Marketing 4.0 is a new marketing technique that provides holistic communication solutions. The transition towards Marketing 4.0 requires incorporating digital channels and strategies alongside traditional practices to meet evolving consumer expectations and behaviour (Kotler et al., 2017).

As per the Marketing 4.0 blueprint by Kotler et al. (2017), organizations should adopt an interactive and multidirectional approach that encourages dialogue with their stakeholders through digital platforms like social media, online forums, and blogs. While previous communication models focused on linear communication pathways, this new methodology emphasizes bridging gaps between corporations' internal narrative structures and external audiences' needs through equitable use of modern and traditional methods per brand identity. Marketing 4.0 is incomplete without social media as it provides an interactive communication mode for businesses. Corporations can foster advertising, community engagement initiatives, and, most importantly, customer support through this platform. The advantage of using social media for such purposes is engaging in real-time dialogue with customers, which builds strong relationships and promotes brand fidelity. The research by Kotler et al. (2017) highlights how social media helps organizations strengthen their marketing strategies by providing better customer insights. Content marketing is a significant digital strategy that surpasses traditional advertising. It offers relevant content such as blogs, videos, podcasts, and infographics to the audience. This approach aims to captivate and maintain a specified audience and urge them to take profitable actions (Kotler et al., 2017). Email marketing has undoubtedly stood the test of time and is among the first digital communication tools. Nevertheless, its importance in strategy is still relevant today. One of its most significant strengths lies in enabling direct and personalized communication with customers by creating content specialized to reflect their behaviours and preferences (Kotler et al., 2017). The evolving nature of the digital ecosystem has made it crucial for corporations to prioritize their visibility online. Among these priorities should be utilizing search engine optimization (SEO) and search engine marketing (SEM). By

implementing these strategies effectively, a business can make sure its digital content remains easily accessible to consumers looking for products, services, or information (Kotler et al., 2017). Finally, the increase in mobile devices has led to the growth of mobile marketing. This swiftly developing arena comprises mobile-friendly websites and emails, mobile applications, and SMS marketing. These additions greatly extend corporations' digital outreach capabilities. According to Kotler et al. (2017), the foundation of Marketing 4.0 lies in its shift toward two-way dialogues over one-way mass communications, facilitating personalized and interactive customer engagement. Importantly, these digital strategies are complementary rather than substitutes for traditional marketing tactics. They should form part of an integrated marketing communication strategy that meets a firm's overall goals while targeting its intended consumer base. Kotler et al. (2017) emphasize that transitioning from traditional to marketing 4.0 requires businesses to comprehend the altering stakeholder dynamics in the digital era. The reliance of stakeholders on digital platforms for interaction makes it imperative for businesses to innovate and modify their strategies to remain effective. Continuous learning, flexibility, and adaptability in corporate communication are essential to overcome these obstacles. The evolution of marketing communication channels and strategies requires a harmonious blend of traditional practices and digital advancements. This balanced approach should align with the corporation's brand identity and mission, resonating effectively with diverse stakeholders.

Modern marketing communications have embraced a method focused on feedback, significantly improving brand communication. The core characteristic of this approach is its capacity to be adjusted or modified to different circumstances or requirements. Businesses can now tailor their messages to specific audience segments using the data gathered from consumer interactions. As a result of these personalized communications campaigns, corporations can cultivate a higher level of client engagement. This strategy benefits multinational corporations operating in multiple markets and requires an adaptable posture toward diverse consumer requirements while maintaining tactical advantages. According to Einwiller and Will (2002), personalization and localization are crucial strategies for success in the corporate communications environment of the twenty-first century. Personalization entails adapting communication efforts to the specific requirements of each consumer. Recognizing that individuals have distinct preferences implies embracing diversity amongst one's audience. Through the creation of personalized content for each customer segment, businesses can increase

customer satisfaction by fostering more profound engagement. Localization is a method that requires organizations to adjust their communication to suit the distinct features of each geographic market. This involves considering the local cultures, languages, and consumer behaviour. Einwiller and Will (2002) noted that this strategic manoeuvre is indispensable for multinational companies functioning in disparate markets. The objective is to ensure their communication echoes with every unique consumer group and remains locally relevant. Businesses that want to maximize the impact of their communications should prioritize personalization and localization. These strategies enable them to build stronger relationships with their audience and achieve positive business results (Einwiller & Will, 2002). Moreover, Einwiller and Will (2002) suggest that corporate marketing communication requires two additional important strategies to complement the existing ones. Specifically, integration and consistency are vital strategies in this regard. Integration demands a synergistic approach where all communication initiatives align cohesively with the corporation's objectives across diverse channels. This strategy ensures a seamless and consistent brand experience for customers, providing coherence and reinforcing brand identity. Maintaining a consistent brand message across all communication channels is crucial to building trust with the intended audience. Consistently presenting a stable image of the brand on various platforms reinforces its recognition and strengthens its identity over time (Einwiller & Will, 2002).

Together, these strategies contribute to developing a robust and efficient corporate marketing communication system. Personalized and localized approaches are more likely to succeed if consistency is maintained. Consequently, this consolidation strengthens the brand's identity and reputation.

According to Einwiller and Will (2002), corporations grappling with the challenges of the digital age must prioritize transparency and accountability. As personalized communication tactics continue to gain ground, corporations must tread carefully to ensure that every message, decision, and action aligns with the brand values they have stated and that these values are adhered to maintain stakeholder trust. Interactivity, personalization, and localization may be the driving forces behind today's markets; however, it means greater scrutiny of corporate actions. Companies are in an era when every message or action impacts customer opinions about them (Einwiller & Will, 2002). For this reason alone, organizations must carefully consider each step-

in marketing communications methods and general operations. All acts should adhere to ethical standards to stay consistent with brand claims. Corporate Social Responsibility (CSR) has garnered significant interest and attention from researchers, indicating its amplified importance in influencing public views (Crane & Glozer, 2016). This development signifies the evolution of stakeholder expectations towards corporate conduct and an increased emphasis on ethical accountability in business operations, according to Crane and Glozer (2016). CSR has become a notable aspect of consumer evaluation of companies. The increase in informed and ethical consumers prioritizing ethics in their purchase decisions marks a significant shift. As a result, implementing CSR initiatives is crucial to promoting positive consumer attitudes and building customer loyalty (Crane & Glozer, 2016).

The significance of CSR in strengthening a favourable business image has also been acknowledged (Morsing et al., 2008). The argument put up by Morsing et al. (2008) is that companies may develop a unique corporate identity by showcasing their core values and principles via CSR initiatives. A company's commitment to CSR is invaluable in preserving its reputation. Effective implementation and communication of such initiatives help align the corporate identity with socially responsible values. When organizations engage in tokenistic actions or adopt greenwashing tactics, they risk creating scepticism among consumers and tarnishing their corporate identity. To mitigate such issues, according to Morsing et al. (2008), businesses must infuse CSR as an inherent part of their value system while ensuring its implementation through company decisions. As evidenced by its increasing role in shaping how consumers perceive brands today, having a sincere strategy towards CSR compels corporates to take considered steps. Ethical considerations make a big difference for multinational corporations attempting to build global brands through communication strategies. Achieving alignment between a brand's collective values and actual behaviours across different markets requires consistent communication practices prioritizing transparency while remaining adaptable to cultural nuances and ethical belief differences.

#### 1.1.2. Marketing to Local Cultures

In the era of globalization, the global corporate business industry has been more dynamic than ever. Businesses seek to stay relevant and maintain competitiveness by adapting their advertising, communication, and marketing techniques to local markets and cultures (De Mooij,

2013). Personalization and localization are crucial since marketing strategies that work well in one country may not always provide positive results in another. Corporate organizations must accurately analyse and use local social characteristics to achieve thorough personalization, which is a challenging but crucial task for surpassing rivals (Okazaki & Mueller, 2007). Amidst the complexities of the business environment, multinational corporations encounter a quandary: whether to embrace a standardization plan that upholds a consistent approach across all markets or to adopt a compliance strategy that tailors its strategies to the distinctive attributes of each local market. The standardization strategy entails implementing a consistent marketing approach across all company's international markets. This standardized approach improves brand consistency, reduces expenses, and optimizes market alignment. Nevertheless, this method may pose the danger of oversimplifying and disregarding crucial regional cultural nuances, potentially reducing competitiveness in specific local marketplaces. However, the adaptation strategy prioritizes customizing the advertising and marketing approach to the unique characteristics of each local market. This strategy emphasizes the importance of social and cultural significance and meeting local consumers' specific needs, resulting in higher market reach and improved customer satisfaction (Ryans et al., 2003). Nonetheless, the implementation of the adaptation strategy requires substantial costs and has the potential to harm the global brand identity and image if executed without due diligence. According to Okazaki and Mueller (2007) and De Mooij (2013), companies may enhance their marketing tactics to better align with local markets and cultures by using various strategies and concepts. These include doing thorough research on local markets, adapting localization techniques, demonstrating cultural sensitivity, fostering partnerships and collaborations, and implementing monitoring and evaluation processes. Before considering a new market entrance, corporations must conduct comprehensive research to understand the local culture and grasp the market's social values and economic structure. Moreover, it includes grasping etymological nuances, consumer choices, and social and cultural values and beliefs. Such knowledge assists organizations in preventing offensive communication to their target audience and offers a much deeper understanding of the target. Complementing this viewpoint, De Mooij (2013) also underscores the value of cultural cognizance. This understanding can be fostered via different qualitative and quantitative research methodologies consisting of emphasis focus groups, surveys, and anthropological studies. Localization, a concept mentioned earlier, requires companies to adjust their communications to suit the different

characteristics of each geographic market. Adapting the languages aside, De Mooij (2013) states that services, product offers, and promotions should also adapt and reflect local markets' social and economic values and expectations. Such adaptation increases consumer trust, establishing a substantial connection between corporate branding and local cultures. Aligning marketing interactions with local audience expectations requires an eagerness to learn about the local community, along with careful research work. Okazaki and Mueller (2007) emphasize the need for partnerships and collaborations for companies to adapt appropriately to local markets. By establishing relationships with influential individuals from local groups or government entities, corporations may get valuable insights into customer preferences and a comprehensive grasp of local consumer behaviour. Moreover, De Mooij (2013) recommends executing a local market division segment rather than an international approach that enables organizations to recognize different consumer groups and tailor their marketing efforts. Moreover, according to De Mooij (2013), global marketing and advertising calls for a dedication to constant learning and adaptation to changes. Global corporations should thoroughly evaluate and modify their strategy in response to evolving local market circumstances and cultural changes. The iterative process is crucial for maintaining relevance and competitiveness in the global market. While both strategies provide advantages to maintain competitiveness in the increasingly diversified global economy, adaptation becomes crucial. This approach facilitates an understanding of the unique characteristics and requirements of the local market, enabling organizations to swiftly adapt to different social environments and optimize their market reach and customer interaction.

Nevertheless, as Theodosiou and Leonidou (2003) stated, the complexity of this strategic choice indicates that it is not just a matter of choosing between standardization and adaptation. Instead, savvy global marketing experts must comprehend the appropriate timing, location, and method for implementing each technique. Consequently, a hybrid strategy, which intelligently combines elements of standardization and adaptation based on situational variables, may be highly effective. This approach allows for a context-specific and calculated blend that maximizes market success. It is crucial to adapt company marketing strategies to suit local markets and cultures; however, it is a difficult journey. Companies should value diversity and adeptly navigate cultural nuances to connect with local markets and develop a meaningful and successful strategy.

### 1.1.3. Marketing in Dutch Market

The Dutch population is thought to have assimilated into the global consumer culture due to its strong economy, openness to international trade, exposure to worldwide mass media, marketing efforts of multinational corporations, cosmopolitan population, and high proficiency in English language skills (Sobol, 2008). Sobol's (2018) research on Dutch individuals' global and local consumer culture reveals a clear pattern in Dutch consumer habits. Dutch consumers demonstrate loyalty to local sources regarding culture-bound products like food and clothing. However, the consumption of culture-free products like consumer electronics and communication devices is influenced by global culture, meaning Dutch consumers are likely to purchase from global brands. When it comes to household appliances and personal care items, Dutch customers do not prioritize global or local companies, as these products are mostly chosen based on the economic capability of Dutch consumers.

Distinct marketing strategies are necessary for each product category when implementing marketing initiatives in the Dutch market. Global brands in the electrical products industry rely on innovative strategies, brand recognition, and brand reputation to capture the interest of international consumers. In the clothing and food sectors, Dutch consumers show strong loyalty to local brands. To cater to these consumers, companies in these sectors incorporate local features into their marketing initiatives. This includes including design elements that align with the local aesthetic and functional preferences while also addressing the environmental concerns of Dutch consumers. The brand preference for home appliances among Dutch consumers is not influenced by local or global factors but rather by the consumer's economic capabilities. Hence, companies in this industry prioritize product pricing, durability, and cost-effectiveness in their marketing strategies to captivate the Dutch consumer. Marketing initiatives in the Netherlands typically thrive by employing well-rounded hybrid strategies that include the impact of local culture and capitalize on the Dutch population's receptiveness to global consumer culture, particularly in the domestic appliances industry (Sobol, 2008).

## **Chapter II – Marketing for Domestic Kitchen Appliances**

Examining the market for domestic kitchen appliances is crucial to comprehend and analyse marketing strategies for domestic kitchen appliances. This chapter starts with exploring the industry's market share of domestic kitchen appliances. Later, it delves into the concept of marketing strategy and its application in segmentation and targeting, marketing channels, and innovative kitchen appliances. Additionally, it explores how these strategies are implemented in domestic kitchen appliances, explicitly emphasizing the use of digital channels and innovative technologies inside a corporate setting. Lastly, the chapter explores the online platforms and technologies corporations use to reach their target audience and promote their domestic kitchen appliances. It also analyses the impact of these efforts on sales, emphasizing the crucial significance of digital marketing in the domestic kitchen appliances industry.

### **2. Domestic Kitchen Appliances Market**

#### **2.1. Industry Market Share**

Kitchen appliances are technical devices specifically created to facilitate the process of food preparation, and customers are interested in these kinds of appliances for several reasons. Market Research Society (2023) states that the growing public consciousness about health and well-being has resulted in a demand for innovative kitchen appliances that provide a solution for promoting better eating habits. Consumers who prioritize their health are particularly drawn to items that provide nutritious and practical food preparation options, such as air fryers, juicers, blenders, and food processors.

According to the Market Research Society (2023), the kitchen appliances market is expected to grow substantially, with a Compound Annual Growth Rate (CAGR) of about 2.99%. It is forecast to increase in value from USD168.41 billion in 2022 to USD213.14 billion by 2030. Despite this expansion, the industry has intense competition, which presents several challenges for companies. Lyu and Zhou (2020) did a comprehensive competitive study of China's domestic appliance sector, including the domestic kitchen appliances industry. The authors used the PCA-DEA model to get vital insights into the complexities of market share. Their findings established a strong correlation between competition and market share in the domestic appliance sector. Companies must aim to strengthen their competitive position to increase their market share. Electrolux AB, The Samsung Group, LG Electronics Inc., BSH Hausgeräte GmbH, The

Whirlpool Corporation, Robert Bosch, Philips N.V., Miele, General Electric Company, Haier Group Corporation, and Beko are current players in the kitchen appliances market (Market Research Society, 2023). These companies aim to outperform their competition by introducing new product features, such as energy-efficient, eco-friendly, innovative, technologically advanced, convenient, and smart kitchen appliances.

On the other hand, the rapid growth of meal delivery services presents a significant challenge. Recent research indicates customers are more inclined to choose cost-effective and sustainable solutions rather than invest in expensive, unsustainable kitchen products. Nevertheless, integrating artificial intelligence (AI) into these appliances might provide fresh prospects for expansion by enhancing effectiveness via providing accurate and tailored functionalities based on individual user requirements (Market Research Society, 2023). Despite these competitions, companies invest in their product technology, and the market for kitchen appliances is expected to grow due to increasing customer interest in health awareness and technological developments. An impressive feature of the present developments is the use of AI-powered products that allow for accurate cooking time and temperature adjustments based on the specific kind of food (Market Research Society, 2023).

According to the research by Kwak et al. (2012), integrating technology with customization is an effective method to meet the needs of consumers by providing individualized experiences. They analyse the functionality of intelligent appliances by integrating information from a user's behaviours and then adjusting themselves based on those patterns to provide a smooth and effortless experience. With the growing need for personalized product options across several industries, companies that engage in these advancements can gain a larger portion of the market.

In the evolving domestic kitchen appliance industry, along with adaptation to modern technology, various market-oriented features and promotional strategies are emerging. In their research, Wang et al. (2020) investigated optimization strategies for domestic kitchen appliance companies in the production of smart product portfolios. They emphasize the need to launch adaptable product portfolios that accurately reflect the constantly evolving preferences of consumers. They emphasize that strategic product planning may significantly enhance a company's market dominance in the domestic appliances business. Through intelligent product portfolio planning, domestic kitchen appliance companies can modify their products based on

client requirements without developing an entirely new product line. This approach ultimately enhances cost-effectiveness. Furthermore, the expansion of market share relies heavily on the continuous enhancement of product ranges. To maintain their significance in an evolving industry, companies may ensure their relevance by integrating unique advancements and personalization into their products (Chen & Wang, 2011).

Companies that embrace modern technology strengthen their market dominance by creating innovative products that cater to consumers' demands and preferences. A positive correlation exists between adopting modern technology and gaining a more significant market share. This demonstrates the importance of innovation in maintaining relevance in the marketplace. Ge and Voß (2009) underline the importance of customizing products based on individual preferences in their study. The authors demonstrate the shift in consumer preferences towards more personalized products instead of standardized ones. This trend has led companies to abandon mass manufacturing and instead adopt a mass customization strategy. By adopting this strategy, companies may anticipate a boost in customer loyalty as they develop closer connections with consumers who value the personalized attention given to their demands. The study conducted by Ge and Voß (2009) emphasizes that this personalization strategy also applies to the domestic kitchen appliances market in the current competitive market landscape.

In addition, Hsiao et al. (2017) highlight the significance of marketing, design, and manufacturing expertise in influencing the domestic kitchen appliances market. The authors suggest a strategic shift from co-production to co-creation, meaning, including customers more effectively in developing the product to ensure it aligns with their demands and preferences. This co-creation enhances market share expansion by increasing customer satisfaction and dedication. Companies may enhance customer satisfaction by actively engaging and attentively listening to their customers. The domestic kitchen appliance market must prioritize investing in increasing its product line, adopting new technologies, embracing personalization and customization, and always listening to consumer needs. Consumer expectations are dynamic and require companies to adapt their strategy to remain relevant. By doing so, they may produce products that satisfy current demands while predicting future ones.

## 2.2. Marketing's Role in Domestic Appliance Industry

The domestic home appliance market, which is directly related to consumers' daily lives, has undergone significant changes, especially in marketing initiatives. According to Gupta and Denton (1996), this transformation might be explained by the need to develop more advanced marketing strategies within the business, particularly for the "white goods" market. Changing consumer expectations and habits is one of the primary reasons for this change. In the digital age, consumers are more knowledgeable and conscious and, simultaneously, have access to much information about services or products. They expect a lot more from brands, such as outstanding consumer service, remarkable product quality, and worth their money. Innovative marketing methods enable brands to meet these increased expectations by providing customized remedies, individualized interaction, and outstanding sales solutions (Gupta & Denton, 1996). This is something significant that "white goods" brands should not ignore. Since those kinds of products are expensive technological items, and in a very competitive market, brands should focus on delivering excellent quality and great customer service to stay ahead of the competition. Moreover, technological advancements have created new advertising and marketing opportunities. With the introduction of digital platforms, brands are now able to reach a wider audience, as well as engage with them a lot more effectively and efficiently. Using technological devices alongside these digital platforms is crucial for these innovative marketing and advertising strategies and allows brands to increase engagement and conversion rates (Gupta & Denton, 1996). The white goods market involves technological products, which often need instructions to use and have the potential to break down over time. Digital platforms are helpful in such cases for consumers who can reach out to brands when their products have trouble functioning. With a vast range of items varying from fridges to washing machines, domestic appliance brands have increasingly recognized the importance of carefully coordinated marketing strategies. These strategies are not limited to item promo or positioning alone; they incorporate multiple marketing strategy elements (Deshmukh & Balaji, 2002). The importance of branding in the domestic appliances market is expanding in acknowledgment (Deshmukh & Balaji, 2002). A business's brand is now even more than just its name or logo design; it represents the company's values, assures, and dedication to top quality. In the domestic appliances market, where countless choices exist, a solid brand name acts as a differentiator, forming consumers' understandings and affecting their buying choices. Branding plays an essential function in boosting the corporate

identity in the industry. Furthermore, multigenerational influence is gaining popularity in this industry (Kabadayi & Gupta, 2011). With long-lasting consumer products like domestic appliances, purchasing decisions are usually made with others. They frequently require multigenerational conversations with the family members. Therefore, the company marketing approach must integrate this variable and recognize multigeneration. Messaging should resonate not only with the end user but also with critical decision-makers. Corporations must take the initiative to comprehend the dynamics of multigenerational decision-making, taking into account the point of view of different family members, consisting of those from older as well as more youthful generations who might influence purchase decisions. By acknowledging each generational associate's diverse requirements, values, and expectations, companies can better tailor their advertising messages, guaranteeing that they resonate with a broad target market and positively influence purchase decisions (Kabadayi & Gupta, 2011). The characteristics of marketing strategies companies use in the domestic appliance industry vary. Creating a narrative that connects with customers, influencers, and the general market has more significance than just promoting a product or brand via advertising.

### 3. Marketing Strategies for Domestic Kitchen Appliances

#### 3.1. Concept of Marketing Strategy

A marketing strategy is a comprehensive plan that focuses on improving service or product positioning and gaining a competitive edge through market research, target audience identification, and marketing mix components mix (4Ps: Product, Price, Place, and Promotion). An organization's comprehensive plan is to engage potential consumers and exceed their business goals. A consumer-centric approach is crucial for all marketing strategies, along with resource allocation and coordination across the marketing mix (4Ps) (Kotler & Keller, 2016). According to Kotler (2016), market segmentation, targeting, and positioning (STP) are critical components of marketing strategy. STP involves segmenting the market by recognizable consumer traits, targeting segments where the organization can showcase its strengths, and positioning the offer to meet the target audience's needs and desires. This method creates a consistent, engaging, and competitive marketing plan. Kotler (2016) emphasizes that integrating strategy and tactics within marketing activities guides tactical decision-making processes such as determining product features, pricing, selecting distribution channels, and implementing campaigns. These decisions support strategic goals within the marketing strategy.

The digital environment has transformed marketing strategies by incorporating traditional marketing approaches alongside digital marketing strategies. The digital transformation process requires incorporating digital marketing tools into marketing strategies, facilitating effective online engagement between organizations and their target audiences. In the era of digitalization, traditional marketing principles have been deeply interconnected with digital marketing approaches, helping organizations navigate the complex landscapes of online and offline marketing settings. As for corporate settings, these strategies are essential for achieving organizational goals and maintaining a competitive advantage. Philip Kotler (2016) provides a comprehensive framework for these strategies, focusing on influencing stakeholders' perceptions of the company. An effective strategy should align the organization's identity, image, and brand with stakeholders' expectations and perceptions. The corporate vision and mission drive strategic direction and provide goals and objectives. Organizational goals are quantifiable objectives achieved through marketing initiatives. The corporate value proposition outlines the company's promises to stakeholders, distinguishing it from competitors. Corporate branding is crucial in strategic marketing, ensuring alignment with the intended image and identity. A consistent communications strategy conveying corporate principles, personality, and promise across all stakeholder touchpoints is necessary. The inclusion of diverse stakeholders is essential in implementing corporate marketing strategies. Customer relationship management, employee engagement, investor relations, and community engagement are essential to enhance stakeholder relationships and corporate image. Ethical and socially responsible marketing strategies, adhering to legal and ethical guidelines, and incorporating corporate social responsibility programs are also crucial.

### 3.1.1. Segmentation & Targeting Strategies

Companies must prioritize market segmentation and targeting methods to compete in the domestic kitchen appliances industry (Wedel & Kamakura, 2012). With the increasing variety of products, it is crucial to identify distinct customer segments and design focused strategies appropriately. In today's corporate landscape, accurately identifying and engaging with specific target groups is crucial for successful marketing, especially in industries such as domestic kitchen appliances that heavily depend on customer demands (Chopra et al., 2020). Brands may use strategies such as retail partnerships, e-commerce platforms, content marketing, social media engagement, SEO (Search Engine Optimization), and influencer collaborations to target different

client demographics and tailor messaging to their specific requirements. These strategies enable companies to demonstrate products, provide helpful information, and gain trust.

Furthermore, these strategies improve their ability to connect with potential consumers, optimize brand exposure, and stimulate sales in the competitive domestic kitchen appliances industry. Acquiring a deep understanding of the target audience is crucial. The target demographic for domestic kitchen appliances encompasses various individuals, including those of varying ages, lifestyles, family sizes, culinary tastes, and economic levels. Companies selling domestic kitchen appliances must identify the primary target groups corresponding to their product offerings. Potential segments include families, young professionals, health-conscious individuals, and cooking enthusiasts. The dynamic and constantly evolving domestic kitchen appliance market presents several challenges for companies operating in this industry. Companies must thoroughly understand the many technologies available to them to maintain competition in today's business landscape. Data extraction tactics are used to get valuable consumer data and information (Linoff & Berry, 2011). Companies may get insights into consumers' previously overlooked interests and desires using these approaches. This data exposes market segmentation, emphasizing distinct customer demographics determined by tastes, behaviours, and buying habits. With these approaches, companies may customize their product offers to target broader market groups and enhance their effectiveness in appealing to diverse customer demographics. Methods for targeting a specific audience are essential in business decision-making processes (Dibb & Simkin, 2008). Regarding the kitchen appliances industry, adopting a more nuanced and sophisticated strategy that considers the many aspects that influence customers' preferences is crucial. In such situations, market segmentation and targeting tactics are not just marketing jargon but essential for formulating and executing company strategies.

According to Shankar and Carpenter's (2012) research, the domestic kitchen appliance industry, which is well-known for its broad range of products and diverse consumer base, employs market segmentation and targeting strategies. Companies improve their methods and better serve their customers by adapting and implementing them in this dynamic environment. Market segmentation divides a broad consumer base into distinct groups, an essential way of effective audience targeting. For example, families may choose appliances with more extensive capabilities, but young professionals may prefer smaller and multifunctional appliances. Brands

should adjust their marketing strategies and messages to respond to the distinct demands of each category. Customization improves the significance of the message, resulting in increased engagement. Within the dynamic domestic kitchen appliances industry, defining market categories precisely and identifying the target market to prioritize marketing efforts is crucial. Dividing market segmentation into separate units creates opportunities for focused marketing strategies (Wedel & Kamakura, 2012). The domestic kitchen appliance market is linked with many market categories today, each demonstrating a distinct socio-economic divergence and social characteristics. Consequently, the industry often adopts a comprehensive segmentation approach, segmenting the market according to geographical region, age, income level, and lifestyle choices (Riefler & Diamantopoulos, 2009).

Geographic segmentation emphasizes the variations in customer behaviour among different geographical areas. Urban customers will likely be attracted to advanced, energy-efficient appliances that align with their hectic lives. Conversely, durability and cost-effectiveness may have more significance as buying criteria in less urbanized regions. Segmentation based on income highlights differences in purchasing power. High-income consumers could choose very advanced, high-end kitchen equipment, while middle-class families would choose a product that balances price and good quality. Low-class households often prioritize cost-effectiveness. Lifestyle segmentation arises when kitchen appliances are seen as manifestations of individual tastes and preferences. Consumers who prefer cooking may be inclined towards appliances that provide sophisticated features and enhanced convenience. On the other hand, those leading hectic lifestyles may prioritize features that help them save time and enhance convenience (Riefler & Diamantopoulos, 2009). Targeted strategies use the findings from these segmentation activities to enhance customer engagement. Focused marketing messages, enhanced product designs, and price strategies must collaborate harmoniously to do this. Consequently, products are carefully placed in the thoughts of the specific buyer segment. Given the many domestic appliance companies, a tailored strategy is necessary, relying on a comprehensive comprehension of various customer demographics' distinct requirements and preferences. Companies must ensure that their products and services are customized to cater to their target market's needs and preferences. This will help them enhance their position in the market.

### 3.1.2. Marketing Channels for Appliances

Omnichannel sales have profoundly influenced the advertising and marketing landscape and consumer behaviour, particularly within the domestic kitchen appliances industry (Verhoef et al., 2015). The integration of several channels, ranging from traditional media to internet platforms, is no longer only an innovative strategy but a crucial component of the marketing approach that increases the accessibility of the target market (Chen & Zhang, 2014). Omnichannel sales is a contemporary strategy that seamlessly customizes the consumer experience across several channels (Verhoef et al., 2015). For the domestic kitchen appliances business, this means ensuring seamless consumer interactions across various channels such as physical shops, websites, e-commerce platforms, content marketing, social media, mobile applications, search engine optimization (SEO), and collaborating with influencers. This extensive integration enables customers to transition across channels, enhancing the overall consumer experience effortlessly. An established and efficient approach to engaging with certain consumer groups for domestic kitchen appliances is collaborating with physical stores, often referred to as retail outlets. Partnering with big retail chains and dedicated kitchen appliance retailers offers direct access to potential consumers. Companies may use in-store displays and interactive installations to engage consumers directly with the products. By engaging the sense of touch, customers can establish trust and evaluate the quality and functioning of a product before making a purchase. This strategy utilizes the physical shop environment to generate meaningful engagements and cultivate a feeling of familiarity and assurance among potential consumers. In the present age of digital technology, e-commerce is a crucial channel for reaching the desired target audiences. Online marketplaces like Amazon and eBay and localized e-commerce platforms provide a wide-reaching platform that attracts a global audience. By strategically placing their items in these digital marketplaces, organizations can expand beyond geographical limitations and take advantage of the growing number of online shoppers (Gielens & Steenkamp, 2019). This strategic manoeuvre utilizes changing customer behaviour patterns, where the intersection of convenience and accessibility is prominent. Nevertheless, the effectiveness of this strategy relies on precise and accurate execution. Listing products on these sites requires a careful combination of optimization and variety. The product descriptions are meticulously constructed to provide a powerful impression and are strengthened with engaging appeal. They seamlessly integrate with high-resolution images to provide a vibrant and captivating portrayal of the products.

Nevertheless, it is an aesthetically engaging encounter and a progress of trust. As seen by customer feedback, the product's performance elevates the brand's status from being just an option to being a dependable choice. The key to outperforming rivals and building a successful brand in the e-commerce platform is to have carefully crafted product listings, visually appealing designs, and good consumer feedback in this online marketplace.

Content marketing is a versatile and adaptable strategy that effectively addresses specific target groups and establishes the company as an expert in the industry. Brands that sell domestic kitchen appliances may create a dedicated section on their website, with a blog segment that provides customers with valuable content. Contents might include recipe ideas, culinary advice, maintenance manuals, product information, and even articles on kitchen-related lifestyle trends. With these interactions, brands and consumers develop a stronger bond with their audience and increase brand loyalty by effectively addressing common problems and offering practical solutions (Guo & Zheng, 2019). This strategy actively involves consumers and demonstrates the brand's proficiency and dedication to improving customers' cooking experiences.

Moreover, social media platforms provide a remarkable opportunity to connect with and captivate specific target demographics. To reach the target, Instagram, TikTok, Twitter, Pinterest, and Facebook channels are visual platforms compatible with showcasing domestic kitchen appliances. Brands may use these channels by sharing visually captivating images and videos that exhibit their products in authentic settings. Compelling captions, user-generated content, and interactive content increase consumer engagement and build a feeling of community. Search engines are the main access point for people looking for information in the digital world. An effective SEO strategy is essential for companies to ensure a noticeable appearance in search engine results, such as in Google. When potential buyers search for relevant terms, the brand's products distinguish themselves, promoting credibility and engagement (Furszyfer Del Rio et al., 2020). The brand enhances visibility by carefully refining product descriptions and website content and using local SEO strategies. It attracts eligible customers, resulting in a comprehensive approach to successful digital marketing. The rise in influencer marketing has opened a unique opportunity to reach specific target groups. The strategic integration of various individuals, such as food bloggers, experienced chefs, lifestyle influencers, and home renovation specialists, has several advantages, particularly in expanding the brand's exposure (Haenlein et

al., 2020). These influencers' strength comes from their ability to naturally showcase brands' products in genuine situations, providing genuine endorsements and valuable tips for practical use. This synergy extends beyond simple outreach; it develops a strong foundation of credibility, strengthened by the support of trustworthy third-party praise. The interaction between the brand and influencers seamlessly expands the audience and establishes a strong sense of authenticity, effectively conveying a strong digital marketing strategy.

The success of these omnichannel initiatives is evaluated through a range of key performance indicators (KPIs). Key indicators such as website traffic growth, conversion rates, social media engagement statistics, and sales figures provide valuable insights into the performance of companies' marketing efforts (Herhausen et al., 2020). Thoroughly and regularly analysing these key performance indicators (KPIs) will allow the brand to successfully navigate the constantly evolving marketing landscape. By examining these data-driven insights, companies may methodically adapt their plans, precisely optimize campaigns, and promptly respond to changing consumer demands. This process will provide a compelling and dynamic marketing strategy. Kitchen appliance companies must maintain a thorough grasp of omnichannel marketing to effectively reach their target market and generate a substantial advantage in the market. Consumer power significantly impacts many consumer actions, and the level of channel integration impacts this influence (Chen & Zhang, 2014). In this context, an empowered consumer is defined as a person who has the ability to access information from several sources, possesses the flexibility to choose a channel, and retains control over the purchasing process. Thus, including channel integration may be a powerful strategy for efficiently reaching the targeted consumers in the domestic kitchen appliances business. Through network combining, organizations may engage customers at many touchpoints, strategically promote their products by providing customized solutions, and, therefore, shape their purchase decisions. Nevertheless, adopting omnichannel strategies presents challenges (Verhoef et al., 2015). Companies must provide consistent brand identity and message across channels to encourage excellent customer service. Additionally, they must also handle logistical and functional issues. Despite the difficulties in comprehending omnichannel selling, it has the potential to enhance consumer loyalty and brand value by creating a seamless purchasing experience. Hence, the primary need in the domestic kitchen appliances industry is to recognize and effectively include the target customers via integrated marketing channels. This effort needs a creative strategy that integrates

traditional and digital methodologies. With the increasing popularity of omnichannel selling, organizations need to continuously adjust their advertising and marketing strategies to keep up with the evolving customer experience and maintain a competitive edge (Melero et al., 2016). By using market segmentation, developing strategic relationships, establishing a strong online presence, utilizing content marketing, engaging with social media, implementing SEO strategies, collaborating with influencers, and closely monitoring important metrics, companies may successfully communicate with their target audiences and boost sales (Huang & Rust, 2020). To attain sustained success in the highly competitive domestic kitchen appliances industry, adjusting and introducing innovative inside strategies is essential as consumer preferences continuously evolve.

### 3.1.3. Marketing Innovative Appliances

In the highly competitive domestic kitchen appliance industry, it is crucial to use innovative strategies and seize possibilities (Chernev et al., 2011). Brands often have difficulties introducing innovative products and strategies and ensuring the reliable engagement of these technologies with their target audiences. The key to successful marketing is understanding consumer behaviour and aligning the brand's identity with the customer's representation. The Attachment-Avoidance (AA) concept, as developed by Park et al. (2013), emphasizes the significance of emotional branding in consumer psychology. Attachment-Avoidance (AA) promotes the development of emotional connections with customers that go beyond product-focused strategies. Modern kitchen appliances are more than simply tools; they are essential components of the customer's way of life and personal identity. These relationships enhance consumer loyalty and drive sales growth when people emotionally attach to brands. An appliance serves as more than simply a cooking tool; instead, it symbolizes the health-conscious lifestyle or showcases the consumer's enthusiasm for cooking with its advanced technological features.

Maintaining the delicate balance of lifestyle branding while navigating the shift from self-expression to self-improvement is crucial since this shift may present many obstacles (Chernev et al., 2011). It is crucial to carefully examine the nuances of lifestyle branding to avoid breaking the significant boundary that distinguishes uniqueness from imitation. Brands should aim to adapt to the lifestyle preferences of their customers while avoiding any restrictions on their self-expression. Rindfleisch and Moorman (2001) highlighted the roles of strategic brand alliances in

enabling effective innovation in new product development. Despite a market filled with improvements, strategic brand partnerships have the potential to revolutionize established standards. Utilizing the strength and effectiveness of different partnerships with strong brands enhances product development and significantly improves promotional visibility. Inter-agency relationships are crucial in maintaining equilibrium between acquiring and using information, facilitating a seamless transition from product development to marketing. Developing a successful marketing strategy for domestic kitchen appliances requires a refined approach considering consumer psychology, lifestyle branding, and strategic relationships. Gaining a comprehensive understanding of these factors is crucial for effectively addressing difficulties and maximizing the advantages in the industry.

In the domestic kitchen appliances market, innovative products are continuously introduced, which leads to various challenges to staying relevant in the industry (Vargo & Lusch, 2004). Handling and recognizing these challenges are crucial to formulating efficient marketing strategies. One of the main challenges is the presence of strong competitors (Lee & Grewal, 2004). Market share competition makes product sales difficult. This rivalry includes rival companies within the same industry and a diverse range of products available in the market. Brands must identify their products' distinctive and superior qualities to separate themselves. Subsequently, they must successfully communicate these distinctive attributes and advantages to their consumer. The need for ongoing development is an additional challenge. With the rapid development of technology, customers' demands are constantly expanding. To maintain a competitive edge, brands must consistently allocate resources toward research and development (R&D) (Hultink et al., 1997). However, balancing the expenses linked to these technologies with customers' price expectations might provide a challenge. Overseeing complex supply chains involved in the distribution and production of domestic appliances might provide an additional difficulty. Ensuring consistent quality standards in supplier management across several international locations requires careful supervision and thorough execution of quality control protocols (Koufteros et al., 2005). To succeed in selling innovative domestic appliances in the domestic kitchen market, one must overcome the challenges posed by fierce competition, the need for ongoing advancements, and monitoring the supply chain. It is crucial to consider Kotler's (2016) marketing mix components mix (4Ps: Product, Price, Place, and Promotion)

framework concerning this topic and underscore the significance of implementing these strategies in the presence of challenges.

Promoting and marketing domestic kitchen appliances may be challenging and full of potential prospects (Vargo & Lusch, 2004). Brands that strategically navigate this operation might discover new market positions and chances to enhance profitability. A significant opportunity in this industry is the growing consumer demand for eco-friendly and energy-efficient domestic kitchen appliances (Truong et al., 2008). As consumers become more conscious of ecological sustainability, consumers are increasingly inclined to choose products that align with these values. Brands can take advantage of this trend by incorporating eco-friendly advancements into their products and emphasizing their dedication to sustainability in their marketing communications.

Furthermore, developments in innovation provide a fascinating additional potential. The introduction of the Internet of Things (IoT) has allowed kitchen appliances to be equipped with intellectual capabilities that improve their functioning and increase the user experience (Porter & Heppelmann, 2014). Appliances that can be controlled from a distance or independently identify issues and notify the consumer to provide a unique selling point that can be capitalized.

Furthermore, the emergence of e-commerce offers companies a direct and efficient platform to connect with their customers (Huang & Benyoucef, 2013). By establishing a sustained online presence, companies may effectively promote their products and directly communicate with consumers while gathering crucial feedback and building strong connections. In addition, the growing middle class in developing nations such as China and India create an untapped market for domestic appliances (Schmid, 2008). Companies may establish dominance over these markets by customizing their products and marketing strategies to align with the preferences and demands of the local population. Marketing innovative domestic kitchen equipment has several advantages, even in the face of various challenges. Brands may establish a distinctive presence in this highly competitive field by integrating technical advancements with established e-commerce strategies while expanding into developing regions.

### 3.2.Digital Marketing on Corporate Appliances

The impact of digital marketing on corporate companies' marketing strategies is undeniable, regardless of their size (Leeflang et al., 2014). As digital technologies evolve, domestic kitchen appliance businesses are also seeing a rise in the impact of white goods manufacturers on corporate marketing strategies. In the era of digitalization, corporations have stopped relying only on traditional marketing strategies. Digital advertising and marketing platforms have enabled companies to effectively target and engage with their target audience in new ways (Kannan & Li, 2017). These interactive technologies provide personalized communication, enabling companies to tailor their advertisements and marketing messages and deliver them depending on specific customers' desires and previous behaviours. Embracing digital marketing involves more than just transferring old marketing strategies to new platforms. Instead, it requires thoroughly reevaluating marketing strategies and business models to effectively adapt to the digital environment (Leeflang et al., 2014). Corporate companies develop highly focused, impactful, and optimized marketing strategies through real-time consumer behaviour and demand analysis. Companies must be able to adjust and react to technology advancements promptly and foresee evolving customer behaviour while competing with rivals in the digital marketplace (Kannan & Li, 2017). Strategies that have proven successful in previous times within the digital era may not always provide the same level of effectiveness in the current context. Specifically, social media platforms and app marketing have significantly transformed their dynamics (Lamberton & Stephen, 2016). As a result of the increasing usage of smartphones, consumers are continuously immersed in the digital realm. Consumers often interact with organizations, sometimes without being aware of it, and they additionally expect consistent and excellent interactions across all communication channels. Companies that can provide such experiences will have a strategic advantage in fostering robust customer connections, improving brand loyalty, and ultimately increasing revenue. Domestic kitchen appliance companies must completely embrace and adapt to the emerging digital marketing environment to sustain growth and remain competitive.

#### 3.2.1. Digital Marketing Channels for Appliances

Digital marketing strategies are implemented through the channels that facilitate the execution of these marketing activities. These digital channels aim to promote the companies' products to the target consumer effectively; every channel has a different strategy. Within the kitchen appliance industry, digital marketing channels have emerged as a powerful and

significant phenomenon (Verhoef et al., 2015). In the dynamic era of digital developments, the profitability of companies relies on their abilities to successfully engage with target customers across diverse online platforms. These requirements are particularly relevant to domestic kitchen appliance companies, as understanding customer preferences and using digital marketing strategies may significantly affect brand exposure, engagement, and sales (Junusi, 2020). Companies capitalize on this rapid growth by exploring various digital channels to target potential consumers. The digital marketing industry employs various channels, including traditional online platforms like company websites and email marketing, and newer avenues such as social media platforms, blogs, content marketing, and video marketing (Lamberton & Stephen, 2016). These channels are effectively used in coordination with the company's strategic objectives to enhance accessibility and simultaneously captivate the target audience. When examining website marketing, the first consideration is utilizing search engine optimization (SEO) and pay-per-click (PPC) strategies to enhance the ranking on Google and other search engines. Search Engine Optimization (SEO) is essential for establishing a strong online presence for enhancing discoverability. Search engine optimization (SEO) improves website content, texts, and structure to increase the visibility of a brand's products in search engine results. An effective SEO strategy guarantees a high ranking for the website when potential customers search for relevant keywords (Keiningham et al., 2019). Within domestic kitchen appliances, companies use search engine optimization (SEO) to optimize their online exposure for people searching for anything related to kitchen appliances and cooking. To execute a successful SEO campaign, organizations should do comprehensive keyword research to discover the specific phrases potential consumers use when looking for kitchen appliances. SEO strategically includes these keywords in product descriptions, blog entries, and related material. Enhancing the brand's search engine visibility may be achieved by optimizing meta tags, header tags, and alt text for pictures. Targeted Promotion PPC marketing, such as the one provided by platforms like Google Ads, provides a straightforward and precise approach to engaging with potential buyers who are actively searching for kitchen appliances. Companies can develop targeted advertising campaigns centred on certain keywords relevant to their products (Li et al., 2020). Creating appealing advertising text that emphasizes their appliances' distinctive features and advantages is essential. Utilizing ad extensions to provide further details and stimulate clicks may optimize the effectiveness of PPC campaigns. Consistently monitoring and adjusting bids and budgets is

crucial for optimizing the return on investment (ROI). Email marketing is a traditional digital marketing strategy that continues to be effective in acquiring leads and sustaining customer connections. It facilitates direct connection with a highly interested audience. When used effectively, it may easily reach the target audience by creating a list of subscribers via offering promotions, such as exclusive recipes or special discounts, in return for email subscriptions. To sustain brand awareness, it is beneficial to send periodic newsletters with product updates, exclusive promotions, and useful cooking advice (Olson et al., 2021). By segmenting the email list according to customer preferences and behaviour, it becomes possible to create email campaigns that are highly focused and tailored to individual receivers. Social media networks have gained significant recognition as digital marketing platforms due to their ability to contact customers directly. Social media networks provide an optimal environment for visually captivating potential customers. Social media platforms such as Facebook, Instagram, and Pinterest are ideal for displaying domestic kitchen appliances. Major corporations in the kitchen appliance industry use social media platforms to create engaging content to attract customers and enhance engagement. A strong connection exists between consumer participation in a company's social network and customer retention (Zhang et al., 2017). Domestic kitchen appliance companies may create a content plan that showcases captivating postings demonstrating the features of their products. Compelling visuals showcasing the item's use and benefits have the potential to attract a large audience (Krizanova et al., 2019). Implementing focused marketing campaigns targeting certain groups, such as those interested in cooking, significantly increases the brand's exposure. Providing superior content and video marketing strategies is important for a successful social media marketing plan. Content marketing creates quality and informative content to attract and engage potential consumers. This includes recipe suggestions, cooking advice, maintenance instructions, and more information on domestic cooking devices. Domestic kitchen appliance companies may create a specialized blog on their website and regularly provide relevant and helpful content. Engaging in partnerships with culinary specialists to provide comprehensive cooking instructions and instructional content enhances the brand's reputation (Morgan et al., 2018). Publishing this content on social media platforms and via email newsletters positions the company as a valued source of information for its target demographic. Video material is very captivating and provides a way to showcase products. Platforms like YouTube provide a great opportunity for comprehensive product demos, tutorials, and testimonials.

Creating and sharing training videos that demonstrate the proper use of various devices and recipe videos that showcase the features of products in an authentic kitchen environment can create a strong connection with the audience. Incorporating customer testimonials and evaluations into videos has the potential to foster trust and establish credibility. The effectiveness of influencers as a marketing strategy is undeniable, especially in the kitchen appliances industry, where their use is prevalent. Trusted influencers have substantial power over their audience and can provide genuine testimonials for the brand. Forming alliances with powerful individuals who are relevant to the brand may significantly enhance its reach. When operating in various areas like cooking, domestic, and lifestyle, it is crucial to identify influencers whose values align with the brand. According to Perevozova et al. (2020), strategically employing influencers to showcase the brand's products in a different and innovative way can greatly increase audience engagement. Encouraging influencers to share their genuine personal experiences openly and truthful opinions may cultivate trust and strengthen brand reputation. The concept of delivering a smooth buying experience across several platforms has transitioned from omnichannel retailing to omnichannel selling. In the kitchen appliances industry, companies adjust to this model by guaranteeing their presence on many platforms and assuring a uniform buying experience, regardless of whether customers browse in a physical shop or online via a computer or mobile app (Verhoef et al., 2015). Due to the extensive usage of mobile devices and the significance of delivering a seamless user experience, it is crucial to guarantee that the brand's website and marketing materials are optimized for mobile customers. Some brands provide mobile applications in addition to their website. Utilizing app store optimization, ASO is essential in this situation. ASO has similarities with SEO, which stands for Search Engine Optimization. Search Engine Optimization (SEO) is a systematic and strategic approach used to improve the visibility and positioning of websites in search engine results pages. Similarly, App Store Optimization (ASO) is a similar optimization strategy that focuses on enhancing the discoverability and positioning of mobile apps inside app stores. Vieira et al. (2019) emphasize the importance of ensuring that websites and applications are responsive and capable of loading smoothly on various mobile devices. Integrating mobile-friendly features into marketing initiatives, such as using brief information and simple navigable buttons, improves user experience and increases user engagement.

Companies must constantly adjust to changing trends and technological advancement while carefully handling data security and customer privacy issues. Although there are challenges, the potential advantages of using digital marketing channels for kitchen appliances far surpass them, offering boundless opportunities for development and innovation (Lamberton & Stephen, 2016). Through the strategic utilization of SEO, PPC advertising, social media marketing, content creation, email campaigns, influencer collaborations, video marketing, and mobile optimization, brands can effectively attract potential customers, enhance brand exposure, and ultimately boost sales in the highly competitive digital marketplace (Wang et al., 2020). Adjusting these techniques to changing customer demands is crucial to achieving long-lasting success in the dynamic domestic kitchen appliances industry.

### 3.2.2. Digital Marketing Channels for Domestic Kitchen Appliances

In the vast world of kitchen appliances, digital marketing channels have emerged as a formidable force. (Verhoef et al., 2015). In the rapidly evolving digital age, the success of businesses hinges on their ability to connect with target audiences through various online avenues effectively. These imperatives hold especially true for the domestic kitchen appliances industry, where understanding consumer preferences and leveraging digital marketing strategies can significantly impact brand visibility, engagement, and sales (Junusi, 2020). Businesses are taking advantage of this explosive development by browsing through a variety of digital channels to reach potential customers. The spectrum of digital marketing channels utilized in the industry is expansive, encompassing everything from traditional online outlets such as company websites and email marketing to newer territories such social media platforms, blogs, content marketing, video marketing and among others (Lamberton & Stephen, 2016). These channels are used expertly in conjunction with the company's strategic goals to optimize usability and at the same time engage the target audience. When considering website marketing, the first thought that arises is to the use of search engine optimization (SEO) and pay-per-click (PPC) strategies in order to get a better ranking on the Google search engine. Enhancing discoverability Search Engine Optimization (SEO) is the core of a strong online existence. It involves optimizing website content and structure to ensure that the brand's products appear prominently in search engine results when potential customers search for relevant keywords (Keiningham et al., 2019). In the context of domestic kitchen appliances, companies can employ SEO to maximize its

visibility to users seeking kitchen solutions online. To implement an effective SEO strategy, companies should conduct thorough keyword research to identify potential customers' terms when searching for kitchen appliances. These keywords should be strategically integrated into product descriptions, blog posts, and relevant content. Optimizing meta tags, header tags, and alt text for images can enhance the brand's search engine visibility. Targeted Promotion PPC advertising, exemplified by platforms like Google Ads, offers a direct and targeted method to connect with potential customers actively seeking kitchen appliances. Companies can create focused ad campaigns that revolve around specific keywords related to their products (Li et al., 2020). Crafting compelling ad copy highlighting their appliances' unique features and benefits is crucial. Leveraging ad extensions to provide additional information and encourage clicks can also enhance the effectiveness of PPC campaigns. Regularly monitoring and adjusting bids and budgets are essential to maximize the (ROI) return on investment. Email marketing can be considered as a traditional digital marketing strategy but remains a powerful tool for nurturing leads and maintaining customer relationships. It enables direct communication with an engaged audience. When utilized properly, it may efficiently reach the targeted audience by building a subscriber list by offering incentives such as exclusive recipes or special discounts in exchange for email sign-ups. Sending regular newsletters that include product updates, special offers, and practical kitchen tips keeps the brand top-of-mind (Olson et al., 2021). Segmenting the email list based on customer preferences and behavior allows for highly targeted and personalized email campaigns. As a digital advertising medium, social media platforms have experienced an undeniable increase in prestige by working as a direct route to customer engagement. Social media platforms provide an ideal space for visually engaging with potential customers. Platforms like Facebook, Instagram, and Pinterest are well-suited for showcasing domestic kitchen appliances. Large companies in the kitchen appliance industry produce interactive materials through social media to attract customers and increase brand loyalty. There is a strong correlation between customer engagement on a company's social network and the "stickiness" or retention of customers (Zhang et. al. 2017). Domestic kitchen appliances businesses can foster an essential substance schedule highlighting enamoring posts exhibiting their apparatus's situations. High-quality pictures showing the item's usefulness and advantages can draw in the crowd (Krizanova et al., 2019). Running targeted ad campaigns to reach specific demographics, such as cooking enthusiasts or homemakers, further enhances the brand's reach. In order to achieve a successful

social media marketing strategy, it is essential to provide high-quality content marketing and video marketing. Content marketing involves creating valuable and informative content to attract and engage potential customers. This could include recipe ideas, cooking tips, maintenance guides, and more for domestic kitchen appliances. Domestic kitchen appliances businesses can establish a dedicated blog on its website and consistently publish relevant and valuable content. Collaborating with culinary experts to create in-depth guides and tutorials adds credibility to the brand's expertise (Morgan et al., 2018). Sharing this content on social media platforms and through email newsletters establishes the brand as a valuable resource for its audience. Video content is highly engaging and offers an effective way to showcase products. Platforms like YouTube provide an excellent avenue for detailed product demonstrations, tutorials, and testimonials. Instructional videos that showcase the proper usage of various appliances. Sharing recipe videos highlighting the apparatus's capabilities in real cooking scenarios can resonate with the audience. Including customer testimonials and reviews in video content can build trust and authenticity. The efficacy of influencers as a marketing strategy is indisputable, particularly within the kitchen appliances sector where their use is prevalent. Trusted influencers possess significant influence over their audience and can deliver authentic testimonials for products. Engaging in partnerships with influential individuals who are pertinent to the brand may greatly enhance its scope and impact.

In many domains such as culinary, home, and lifestyle, it is important to identify influencers whose principles are congruent with the brand. According to Perevozova et al. (2020), the strategic use of influencers to present the brand's products in a unique and innovative manner may significantly enhance audience engagement. Promoting the practice of influencers sharing their authentic personal experiences and honest evaluations may foster the development of trust and enhance their reputation. The concept of providing a seamless purchasing experience across multiple channels has moved from omnichannel retailing to omnichannel selling. In the context of kitchen appliances, businesses are adapting to this paradigm by ensuring their visibility across a variety of systems and ensuring a consistent purchasing experience whether the customer is browsing through a physical store or online via a computer or via a mobile application. (Verhoef et. al, 2015). Given the widespread use of mobile devices and the importance of providing a smooth user experience, it is essential to ensure that the brand's website and marketing materials are optimized for mobile consumers. Certain businesses provide mobile apps in addition to their

website. The use of app store optimization, often referred to as ASO, is necessary in this context. ASO, or App Store Optimization, has a comparable application to SEO, or Search Engine Optimization. Search Engine Optimization (SEO) is a strategic practice used to enhance the visibility and ranking of websites in search engine results pages. On the other hand, App Store Optimization (ASO) is a comparable optimization technique aimed at improving the visibility and ranking of mobile applications inside app stores. According to Vieira et al. (2019), it is important for brands to ensure that their website and their apps are responsive and capable of loading seamlessly across a diverse range of mobile devices. Incorporating mobile-centric considerations into the design of marketing emails and advertisements, such as using succinct content and easily clickable buttons, enhances user experience and fosters more user interaction. Navigating the digital marketing landscape is not without its challenges. Companies must adapt continuously to altering trends and technological advancements, while also managing data security and consumer privacy concerns with care. Despite these obstacles, the prospective benefits of digital marketing channels for kitchen appliances outweigh the challenges by a wide margin, providing limitless growth and innovation opportunities (Lamberton & Stephen, 2016). By strategically employing a combination of SEO, PPC advertising, social media marketing, content creation, email campaigns, influencer collaborations, video marketing, and mobile optimization, these brands can successfully engage potential customers, increase brand visibility, and ultimately drive sales in the competitive digital marketplace (Wang et al., 2020). Adapting these strategies to evolving consumer preferences will be pivotal for achieving sustainable success in the dynamic domestic kitchen appliances industry.

### 3.2.3. Digital Marketing Influence on Sales

The introduction of digital transformation has fundamentally changed the traditional approaches to attracting customers and producing profit margins for kitchen appliances. It is important to recognize that the many digital marketing strategies improved market performance in this industry (Kumar & Rajan, 2012). One must recognize the significance of Word-Of-Mouth marketing, a concept that should not be disregarded despite its traditional nature (Trusov et al., 2008). The digital age has experienced a surge in the importance and relevance of WoM Marketing due to recent technology innovations. WoM Marketing, in simple terms, refers to the act of satisfied consumers recommending a product or service to others.

WoM, in today's landscape, might emerge in many ways, such as online reviews, testimonials, and direct remarks on social networks. This marketing strategy has the potential to significantly enhance the sales of kitchen appliances directly since buyers actively seek reliable endorsements from other consumers who have similar experiences. Of all these strategies, the use of online promotions has shown the most promising results in terms of boosting sales. This approach allows users to receive affordable and advantageous online promotional deals while boosting companies' earnings from selling kitchen appliances. Consequently, it increases consumer satisfaction, promotes customer retention, and builds brand loyalty (Kumar & Rajan, 2012). To increase sales, it is crucial to use promotions alongside other recognized digital marketing strategies. A comprehensive digital marketing strategy is necessary for effectively attaining corporate goals. When the digital environment influences consumer behaviour, companies must use digital marketing strategies to engage with their target audiences and achieve sales growth effectively. The domestic kitchen appliances market also uses online platforms to increase brand awareness, communicate with customers, and improve sales performance (Ye et al., 2021). Chaffey & Ellis-Chadwick (2019) emphasize the need for companies to implement an integrated strategy that combines techniques such as SEO, PPC, Social Media Marketing, content marketing, e-mail marketing, ASO, and others, to achieve maximum exposure and create positive consumer opinion toward their products. Digital marketing significantly affects sales performance in the domestic kitchen appliances industry. Leveraging these tools and strategies can transform sales statistics and lead companies to exceptional success.

## **Part II – Case Study**

### **Chapter III – Philips DA Kitchen Appliances in the Netherlands**

#### **4. Philips DA In Innovation: NutriU App**

This chapter aims to analyse Philips Home Appliances (Philips DA), a corporate entity operating within the domestic appliances industry, focusing on its marketing initiatives for its kitchen products. Philips DA, known for its innovative, high-quality home appliances, has depended on traditional marketing techniques to build and maintain its market position. Due to its convenient products, the domestic appliances industry relies on strong, trustworthy, and personalized connections with consumers. Philips DA is established regarding its traditional marketing initiatives; however, the emergence of digital marketing and technological advancements have led the brand to explore digital strategies and integrate them into the marketing mix. Its own NutriU App is an example of the brand's effort to technological initiatives. Despite its innovative features for discovering, sharing, and saving recipes, the NutriU App has not achieved widespread recognition and adoption among consumers as a prominent digital application. This chapter provides the insights obtained from internship experiences and depicts the reputation of Philips DA within the kitchen appliance business, explains the progression of its marketing techniques, with a specific focus on its digital activities on the NutriU App, and consequently underscores the reasons why the brand is considered a fitting subject for a case study method. It also showcases the effectiveness of digital marketing strategies within the company. Lastly, the chapter delves into Philips DA's journey to rebranding to Versuni. It provides insights into the potential impact of rebranding activities on its products in the future, as well as the potential improvements to marketing strategies.

#### **4.1. Philips DA & NutriU Insights**

Philips DA, founded in 1891, is a leading domestic appliance company that offers a wide range of products, including ironing and clothing appliances, steam irons, vacuum cleaners, air purifiers, coffee makers, and more. Their kitchen appliances are particularly significant, focusing on improving the effectiveness, health, and enjoyment of home cooking and lifestyle. The company's NutriU App mobile application, introduced in 2018, is a standout feature in the competitive kitchen appliance industry. The app provides cooking instructions and videos and is compatible with various kitchen appliances, including Air Fryers and Air Cookers. The app is

compatible with Amazon's Alexa device and is used in over 50+ countries. The NutriU app also features a community feature in over 40 nations, allowing users to engage in interactive communication and information flow. The kitchen product line and the NutriU app work harmoniously, providing consumers with the physical functionality they need while enhancing the experience with ease and personalization. This collaboration demonstrates Philips DA's commitment to providing all-inclusive solutions beyond essential utility and incorporating lifestyle improvements. The company, known for innovation and quality, has relied on traditional marketing to build and retain its market position. However, with the digital transformations, Philips DA had to include digital techniques such as the NutriU App into its marketing mix, leading to success and challenges.

Philips DA has consistently implemented a consumer-centric digital approach to the NutriU app, boosting user experience and managing a lively community of cooking enthusiasts. The app aims to enhance the user's cooking exploration by offering recipes and enabling engaging content among its users. While competitors focus on selling a product, Philips DA's NutriU App approach is "We help you make cooking more inspiring and enjoyable" (Philips DA, insight, 2021). This can be seen in Philips DA's slogan, "Turning houses into homes" (Philips, n.d.). This approach, focusing on the consumer, seeks to engage the brand in the user's everyday cooking experiences. According to Verhoef et al. (2015), the consumer-centric approach emphasizes that a digital strategy focused on the customer substantially impacts customer happiness and loyalty, ultimately enhancing the brand's overall performance.

The NutriU app has established a digital environment that effectively integrates the brand into users' everyday cooking experiences, fostering a seamless connection between the brand and the users. Implementing this digital strategy strengthens Philips DA's digital presence and enhances its interactive relationships with its users, strengthening its customer base and fostering a community (Philips n.d.). The community feature is a prominent aspect of the NutriU App, enabling users to engage in interactive communication, fostering dialogue, and facilitating the flow of recipe information and product descriptions among users (APN, 2022). The community component of the NutriU App has been implemented in 26 markets. It continues to roll out in more markets fast, serving as a platform for fostering a relationship between Philips DA and its users. This feature enables users to ask inquiries to Philips DA and other users. Regardless of the

app's success in cultivating a community and adding user involvement, it can be noted that the app experiences a churn rate (percentage of users who stopped using the app) different from what was expected to be in 2022 globally. This figure suggests that although the app effectively attracts new users, retaining them is challenging.

Moreover, according to data from organisation documents (Philips DA, data, 2022), the Although the NutriU app had a significant number of downloads globally and in the Netherlands, there was a significant difference between monthly active users and download rate in 2022. This finding not only suggests a notable level of interest but also underscores the issue of user retention, as a considerable proportion of users may not want to continue to interact with the application after they download it. The data and insights suggest a potential need for improvement in implementing or improving engagement and retention techniques, such as personalized content and notifications and engaging content updates. Integrating these strategies can increase user retention and engagement (Kaveladze et al., 2022).

The NutriU app was found to have technical difficulties and a lack of certain features, which may limit the app's ability to provide an optimal user experience and promote user engagement. It was found that technical malfunctions and limited functionality experienced on digital platforms can harm consumer happiness and an organization's perception (Tarafdar et al., 2015). The evaluation of user comments on the app stores in the Netherlands indicates high satisfaction with the application, averaging 4.6 out of 5. Positive feedback from users highlights the notable variety and uniqueness of the accessible recipes. While most comments are positive, a close look at the critique reveals that the application occasionally encounters technical issues or missing app features. Some Dutch consumer feedback provided can be shown as follows:

“The app is nice, but it crashes every day. When I open it again after a day, I get an error message. Need to close the app and open it again. I wish I could “favourite” recipes and quickly find them again later” (Anonymous Dutch app user, 2023).

“Nice app to get all kinds of ideas for tasty recipes. Starting the program from the app is very useful, but it would be even more useful if a notification appears on the phone when the program is ready” (Anonymous Dutch app user, 2023).

As previously discussed, localization in marketing is a crucial aspect for multinational companies. According to Einwiller and Will (2002), the aim is to guarantee that their communication resonates with each distinct customer segment and maintains local relevance.

Organisations should emphasize the strategic implementation of customization and localization techniques to optimize the effectiveness of their communications.

The NutriU App collaborates with an external agency called RIFF to facilitate language translation of product guidance, explanations, recipes, and ingredients. The countries that the RIFF agency works for include Benelux, Germany, Belgium, Switzerland, Austria, France, Italy, Portugal, Spain, South Africa, Turkey, the United Kingdom, the United Arab Emirates, and Australia. When app users encounter difficulties or need clarification regarding recipes, the personnel at this agency initiate communication with them. The mentioned agency is of Dutch origin and uses Google Translate for its translation services. However, this approach may occasionally omit subtle linguistic nuances, leading to potential misunderstanding for the end user. This showcases the importance of localization in communication and marketing approaches. A Turkish consumer feedback provided can be shown as follows:

“A computer translated the App into Turkish. Some sentences cannot even be understood. We expect decent Turkish language support from such a global brand” (Anonymous Turkish app user, 2023).

Philips (2023) states that the organization strategically focuses on attracting customers from the younger demographic due to their understanding and willingness to adopt new products and advancements offered by the brand. Young people provide a significant customer base for business due to their tendency to embrace new technology and items that improve their overall well-being and display their fearlessness in doing so (Nota, 2010).

According to the annual report 2022, Philips DA disclosed that the NutriU application has delivered substantial improvements in product sales, customer engagement, and brand loyalty within its NutriU App current user base. However, it has not successfully garnered the necessary attention from a younger audience. Based on the information, it has been observed that the average age of users utilizing the NutriU App is above 30 years old globally (Philips DA, data, 2022). The lack of acquisition strategies in promoting the NutriU App could explain the lack of attraction among the younger generation for Philips DA and Nutri App.

The insights mentioned before are from the current NutriU App user data, meaning after users who already know and have downloaded the app. However, the objective of Philips DA is not solely to appeal to existing customers of Philips DA air fryer users but also to attract those

who use devices from competitive brands. As mentioned before, NutriU App not only offers a product but also provides a cooking experience.

The NutriU app demonstrates innovation; however, it encounters a noticeable gap in its digital marketing initiatives. This gap can be linked to the lack of a dedicated social media presence and a social media department inside the organization. Philips DA uses social media channels such as Facebook, Instagram, and Twitter to promote the NutriU app on Philips DA accounts; however, a dedicated social media account is absent for the app. Individuals who share their Philips air fry recipes on various social media platforms usually use the NutriU hashtag; this demonstrates that users are interested in engaging in social media. The lack of a social media department and presence limits the potential amount of reach and connection and fails to capitalize on the multifaceted advantages offered by social media platforms. Kaplan and Haenlein (2010) emphasize the significant role that social media plays in enhancing brand visibility and as a strategic tool for fostering and sustaining meaningful engagement with customers in the digital environment. to elucidate that social media, when utilized proficiently, may serve as a both-way communication platform, enabling brands to communicate information and actively engage in listening, responding, and adapting to consumer wants and feedback (Kaplan & Haenlein, 2010).

Mithas et al. (2011) emphasize the importance of corporate structure and culture on the effectiveness of digital transformation initiatives. It highlights the importance of finding a careful balance between fostering innovation and maintaining corporate structure. Philips DA challenges navigating the complex paths of digital innovation while encountering limitations imposed by its corporate structure. These limitations restrict the company's flexibility and adaptability in responding to emerging digital trends and effectively implementing creative initiatives. As a global company, Philips DA is subject to bureaucratic procedures that delay the decision-making process regarding app development and marketing strategies. Implementing any marketing campaigns and initiatives needs the approval of multiple team members and employees, including managers and directors from different teams, and consequently, this slows down any innovative initiatives. In addition, the NutriU application, although serving innovation and prioritizing consumer needs, presents a financial challenge for Philips DA. NutriU App requires a substantial investment in content generation and technology advancements. NutriU, as a free app on the consumer side, presents a challenge in achieving a sufficient Return on Investment (ROI). There

is a hesitancy in providing further financial contributions, particularly for marketing and promotional campaigns, due to the non-monetary nature of the app. This highlights a critical issue for Philips DA, which involves effectively managing the connection between innovation, technology and maintaining its financial stability.

Despite its challenges, Philips DA distinguishes itself from its competition through the NutriU App. Philips DA holds a pioneering position with the NutriU App in the kitchen appliances industry by incorporating various elements to the app, such as providing customer service, recipes, community features, and product connectivity, particularly connecting to air fryers and air cookers, into their application. The product range is not limited to air fryers and air cookers but includes blenders, pasta makers, kitchen machines, juicers, and more product recipes. In contrast to the NutriU App, competitors such as New York Times Cooking, Yummly, and Side Chef primarily provide recipes without a hardware connection directly to their brand. Per their hardware competitors, like LG, BOSH, and Tefal, don't offer an app like NutriU. Consequently, this makes the NutriU App an essential subject for a case study. To attain the recognition and value that the NutriU App rightfully deserves, it is crucial to examine the implementation of its digital marketing strategies. This will be achieved in research methodology and data analysis sections and delve into a more comprehensive examination of the causes of deficiencies in digital marketing strategies of Philips DA.

#### 4.2.Rebranding To Versuni

Rebranding is strategic initiative that organizations implement to renew their market presence and align with the changing dynamics of the industry. The modifications may include altering a logo design and adjusting marketing communications (Nana et al., 2019). The rebranding process significantly impacts marketing strategy and changes how companies engage with their stakeholders. Marketing mix components must be re-evaluated to ensure consistency with the new brand identity concerning the product, pricing, placement, and promotional methods (Bolhuis et al., 2018). In addition, the process of rebranding has the potential to impact brand equity and the overall success of a corporation with its effect on customer perception and behaviour (Nana et al., 2019). In addition, a comprehensive communications plan is necessary to adapt the changes to the intended audience, guarantee a smooth transition, and sustain customer loyalty (Miller et al., 2013). According to Whitley (2022), a rebranding initiative can motivate the

repositioning of a brand within the competitive environment, possibly revealing new market possibilities and fostering enhanced connections with stakeholders. Hence, the rebranding process goes beyond superficial alterations and represents a strategic initiative with substantial implications for marketing strategies. It requires detailed strategy and implementation to effectively use the potential advantages it offers.

In 2021, Philips separated into two companies: Philips Domestic Appliances (for home appliances) and Philips Royal (for healthcare). In 2023, Philips Domestic Appliances was bought by a Chinese company and rebranded as Versuni. This rebranding reflects Philips' desire to adapt to the ever-changing market and reposition the company within the domestic appliances industry. The Chief Executive Officer (CEO) of the company provided a statement on this rebranding in the following manner:

“Versuni begins a new chapter after we moved forward as a standalone company. We are committed to delivering the best possible solutions for our consumers and customers and will continue to excite with innovations that make life at home better, easier and healthier. And as we continue our journey as Versuni, expanding on our market leadership and exploring new opportunities, we are privileged to help consumers turn houses into homes.”

The actualization of this rebranding indicates a transformative shift in the marketing strategies utilized by the company. The NutriU application has already incorporated a consumer-centric strategy into its initiatives. This rebranding strategy indicates the possibility of allocating resources towards consumer-centric digital technologies, such as the NutriU App, and improving its marketing campaigns. The rebranding process can enhance the visibility of the NutriU App and establish it as a more well-recognized and used application among users.

## **Chapter IV – Research Methodology**

Chapter IV provides an overview of the internship experiences and research methodology design. This chapter explores diverse marketing landscapes in corporate environments by integrating theoretical and practical insights. The research methodology design employed in this chapter is significantly influenced by the foundational work of Robert K. Yin, as presented in his book "Case Study Research and Applications: Design and Methods." This chapter provides an extensive review and explanation of the research questions and theories that guided the research. This part explains the research and data-gathering methods, including the chosen methodology's rationale. The primary sources utilized in this area include interviews conducted with Philips DA employees and personal experiences from the internship. The chapter finishes by providing the logical link between the data and the recommendations for further research.

### **5. Descriptive Memory: Internship Observations**

I got the opportunity to participate in an internship program for 9 months in Amsterdam, Netherlands, with Philips Domestic Appliances, with its new branding, Versuni, an established corporation known for its global presence and expertise in manufacturing white goods, electrical, and electronics. During my time there, I held a position in the kitchen appliances marketing department, where I worked as an International Business marketer and Digital Marketing intern. The motivation behind my interest in Philips DA and my aspiration to participate in this program originated from its being an international corporate company and its dedication to enhancing people's lives through innovative products, as exemplified by its slogan, "Turning homes into homes." I expected I could apply the theoretical knowledge that I gained in my master's program at Católica Faculty of Human Sciences in Lisbon to the real-world business scene. My responsibilities included managing the life cycle of products, analysing market trends, actively participating in the execution of marketing plans, and developing digital marketing strategies tailored for kitchen appliances within the NutriU App. This case study section delves into the internship experience at Philips DA and discusses the significant knowledge I acquired throughout this duration. Furthermore, based on the insights obtained from this experience, it provides recommendations for future research about the gaps in the marketing department's strategies or areas needing improvement. Later, there will be an introduction to the choice of methodology design, which followed Yin's (2018) Case Study Research Design and Methods as the underlying framework for my analysis.

At the beginning of my internship, I had a set of objectives that I aimed to achieve. The main goal of my internship was to improve my skills in digital marketing and market research methodologies in a corporate marketing setup. I believed this opportunity would provide a platform to enhance my academic knowledge through practical experiences. I intended to better comprehend consumer behaviour and market trends, which are fundamental to successful marketing strategies. Moreover, my objective was to enhance my proficiency in data analysis since the digital marketing industry relies on data-driven strategies. Furthermore, another objective I had was to collaborate across international and cross-functional teams inside a global organization such as Philips DA.

My academic background and my internship experience were interconnected. My master's degree in Communication, Marketing, and Advertising played a crucial role in shaping my practical focus at Philips DA in marketing. The internship program complemented the classes I took at Católica Faculty of Human Sciences in Lisbon, Portugal, specifically Strategic Marketing, Digital Marketing, and Advanced Communication classes. These courses equipped me with diverse tools that enhanced my skills in effectively navigating marketing methods in real-world settings.

The Strategic Marketing course provided a thorough examination of diverse marketing concepts and approaches, including extensive analysis of market and customer behaviour. The theoretical knowledge I gained from this course was of great assistance during my internship at Philips DA. I performed detailed market analyses in this role and developed strong marketing strategies for kitchen appliances for EU7 markets.

The Digital Marketing course provided me with the opportunity to familiarize myself with digital marketing tools, such as Search Engine Optimization (SEO), App Store Optimization (ASO), Search Engine Marketing (SEM), content marketing, and leveraging social media platforms for marketing objectives. The course's practical applications became helpful during my internship at Philips DA, particularly when I was assigned to implement digital marketing strategies for the NutriU App.

The Advanced Communication course gave me the skills to effectively communicate with team members, enhancing comprehension and fostering engagement among stakeholders involved in a workspace. Applying these communicative abilities was significant in

my everyday responsibilities at Philips DA, such as coordinating with cross-functional teams, creating presentations, and pitching innovative ideas. Moreover, this course has facilitated my ability to adopt a consumer-centric viewpoint, effectively recognize customer concerns, and develop appropriate solutions.

My time at Philips DA, I had the opportunity to collaborate with the marketing team, in which I was tasked with implementing marketing strategies, as well as performing market research to identify potential avenues for expansion to its kitchen product line. The company, located in Amsterdam, Netherlands, had a team member of over 110-120 individuals with a variety of backgrounds and nationalities. The marketing team consisted of many team members, including product marketing managers, digital marketing managers, data analysts, and D2C team members, among others. The group of 110-120 team members mentioned here is exclusively pertains to the marketing department in the Netherlands. Philips DA, being a multinational organization of significant scale, operates marketing departments throughout many global marketplaces, each catering to the unique characteristics of its location. The structure of the timeline in chronological order is important to present a comprehensive picture of my internship. The beginning of my internship took place in October 2022, where I acquired the role of an International Business Marketing intern. My responsibilities included for the EU7 markets within the kitchen department. The duration of the internship contract was initially set for a period of six months; however, it was prolonged to a total of nine months. The EU7 markets include of the United Kingdom, France, Germany, Italy, the Nordics, Iberia, and Benelux. In the context of this job, my main duties were;

- Conducting market, competition, and consumer analyses and research to assist in developing marketing strategies for respective EU7 markets,
- Analysing business and market results to initiate corrective actions,
- Tracking and analysing ratings and reviews on Amazon.
- Preparing new product introductions for the EU7 market, and
- Collaborating with cross-functional teams and stakeholders to manage product life cycles.

On the first day of my internship, I was informed that there is a substantial organizational transformation inside the company. Specifically, it was revealed that the company will undergo an acquisition by a Chinese company and, after that, undergo a rebranding process, resulting in its new identity as Versuni within three months. The previously mentioned modifications resulted

in the dissolution of the EU7 branch. Subsequently, each market would transition towards operating autonomously inside their individual regions rather than maintaining a global approach. Consequently, the repeal of the EU7 team would result in the termination of its employees, encompassing both my manager and the director, which was leading losing the team that i was in. Fortunately, I was allowed to select another position within the marketing team, and I ultimately decided to join the digital marketing team after a three-month period.

For this position, my primary focus revolved around two key areas: the execution of digital marketing strategies for the NutriU App and supporting the innovation team for its innovative products. Unlike my previous position, I was working for all the markets globally, and was not limited to EU7 markets. My responsibilities involved:

- Overseeing digital marketing initiatives for the NutriU App,
- Generating the content for the NutriU App, and
- Fostering the NutriU App communities.

Furthermore, I supported the innovation team by performing comprehensive market research, collecting data, creating presentations, and pitching ideas to cross-functional teams.

### 5.1. Internship Responsibilities

To clarify the responsibilities, positions will be divided into three categories: “International Business Marketing”, “Digital Marketing”, and “Product Innovation”.

As an International Business Marketing intern, I worked closely with my manager Ana-Mariya Dakeva, who is senior business marketing manager, specialized in kitchen appliances at Philips DA, and my director, Nathalie de Graauw who is the director in marketing department specialized in Kitchen Appliances. My focus during my internship as international business marketing was managing product cycles of kitchen products in EU7. During the early stages of my internship, I consistently engaged in an online conversation with Ana-Mariya despite the geographical separation between us due to her location in the United Kingdom. Nathalie, a resident of the Netherlands, we engaged in our regular meetings with market managers from the EU7 region. The team consists of twelve members, including my manager, the director, and the EU7 product marketing managers. Main software’s was utilized during this operation was Microsoft Excel, Microsoft PowerPoint, Adobe Design Programs and Accolade, and the main KPI’s were Ratings and Reviews on Amazon, revenue growth and cost reduction. KPI’s for the

effectiveness of promotional campaigns; increased sales, product awareness. Social media engagement metrics: shares, likes, and comments.

My main task was to analyse markets, competitors, and consumers to build EU7 marketing strategies. When the product marketing managers of EU7 sought to include a new product into their existing portfolio, they recognized the need for comprehensive market and consumer research to assess the demand for the product and its compatibility with the Philips DA Kitchen line. I examined competitor's products, features, consumer reviews, and prices (past and current) for EU7 markets for market research. To combine my research findings, I developed benchmarks that facilitated the comparison of various attributes fundamental to the products. Amazon and local retailers were my primary sources for market research. Pasta makers, new breakfast devices (mug warmers, portable kettles, egg cookers, and double-wall kettles), and Philips DA mixers, blenders, and hand blenders were among the things I researched. After generating the benchmarks, my manager and I would create presentations to persuade EU7 marketing managers to add these products to their portfolios. It is imperative to acknowledge that market demands exhibit variability. For instance, the German market had a clear inclination towards acquiring mug warmers, but the Nordic market did not demonstrate a similar demand.

The study was frequently affected due to limited access to competitors' internal operations data. Keeping up with trends and consumer preferences in the fast-paced world of kitchen appliances and translating research findings into product strategy recommendations was complex and challenging, especially given the diverse needs of different markets. Moreover, product marketing managers in different markets have distinct demands and viewpoints, making communication and coordination difficult.

In addition to my other responsibilities, I managed EU7 P&L and R&Rs for Philips DA Kitchen products. P&L (Profit and Loss) management initiatives required a thorough grasp of the product portfolio's finances and the capacity to track sales, costs, and profitability. I evaluated product performance, identified areas for improvement, and suggested ways to increase profitability. The process included good collaboration with product marketing managers to ensure accurate financial information and align financial objectives with marketing goals. Furthermore, a thorough analysis of market trends and customer behaviour was conducted to provide well-informed evaluations about pricing strategies and promotional initiatives. The Philips DA Eco-

Conscious Breakfast Collection items, including the Kettle, Toaster, Blender, and Coffee Maker, were manufactured using bio-based plastic to decrease CO2 emissions. However, these products did not demonstrate significant success in the EU7 markets. To increase interest in the product line, a 20% discount offer was created to boost sales and profitability. Furthermore, a focused social media initiative was implemented in France, Germany, and the United Kingdom to enhance product visibility. This social media campaign included short videos of the products in use and focused on creating local breakfast dishes using them. The campaign targeted environmentally associated consumers and increased product interest by stressing the products' eco-friendliness and compatibility with regional cuisine. Short films were filmed in Amsterdam's office kitchen, edited by me, and distributed to market social media teams. This strategic marketing strategy aimed to boost sales and promote the brand's sustainable innovation and environmental responsibility. Unfortunately, several videos were not used for public viewing due to the absence of a social media department in certain markets. As for R&R, I managed Ratings & Reviews on Amazon, assessing customer comments to determine consumer satisfaction, product performance, and improvement prospects. Through the systematic analysis of both good and negative evaluations, I resolved recurring concerns. To assess the data for Ratings and Reviews (R&R), data is extracted from the Amazon, where products are assigned ratings on a scale ranging from 1 to 5. A rating of 1 signifies negative evaluations, while a rating of 5 signifies positive responses. A product is flagged for action when its rating falls below 3.6, indicating that issues related to that product need to be addressed. By resolving these consumer criticisms and addressing them, the company must consistently improve its products and services, to keep an established status within the market.

Managing the sales and our teams' priorities was challenging throughout my time there. Since we promoted low-selling products, we had to lower prices. However, the sales team showed hesitancy in reducing costs, posing a significant obstacle. The differences in viewpoints required negotiation and persuasive abilities to align our mutual objective of enhancing total sales and profitability. Moreover, obtaining authorization from the social media team for our advertising and marketing initiatives proved challenging; some social media posts were not approved since no one was responsible for the social media initiatives. Their approval was often difficult to get, but their participation was essential for our marketing campaigns. This demonstrated the need to

cultivate efficient cross-functional cooperation and communication within a business environment.

I also coordinated product phase-ins and phase-outs with EU7 product marketing managers. I was notified about the product's SKUs (Stock Keeping Units) being introduced or discontinued in the market, and I granted my approval for these modifications using a dedicated software platform called Accolade, developed by Philips DA. I worked with product marketing managers and demand planners to assess whether certain SKUs were needed in their markets or should be phased out. After obtaining confirmation from the demand planners and ensuring coordination with the product marketing managers, I would proceed to authorize implementing the phase-in or phase-out procedure for the stock-keeping units (SKUs).

The coordination of SKU phase-ins and phase-outs was required alignment among many stakeholders, such as product marketing managers and demand planners. Differences in viewpoint or knowledge between these groups caused systemic and market misalignments from time to time. This activity must be done precisely and on time since any delay or mistake in updating the Accolade system might affect other procedures.

In my 2<sup>nd</sup> position during the internship, I started to work in the digital marketing team. As a digital marketing intern, I worked closely with my manager Ecem Adiloglu, who is the digital marketing lead, specialized in NutriU App at Philips DA, and my director, Preeti Krishnakumar who is the consumer marketing director at kitchen life experience. I had several responsibilities for this new position. My manager and director were located in Amsterdam, Netherlands, enabling close collaboration. The team consisted of 14 team members, including various roles such as manager, director, content manager, data analyst, and marketing experts. Main software's was utilized during this operation was Microsoft Excel, Microsoft PowerPoint, AdminUI, Statista and Adobe Design Programs, and the main KPI's were User Engagement within the NutriU App community, likes, comments, and shares. Monthly active users (MAU), monthly/ yearly downloads, response rate, quality of responses, conversation rate, retention rate.

My primary role was assisting my manager Ecem, in overseeing the NutriU App community. This community feature is a component inside the app that facilitates user engagement and conversation while also serving as a platform for connecting users with Philips DA support. Additionally, users may share recipes, see other users' recipes and Philips' recipes, and, like them,

have a similar interface to Instagram. NutriU App is active in 51 countries, but this community feature is activated in 26 markets. During my time there, I developed the community and activated community features in four additional countries (Chile, India, Bulgaria, and Argentina). For several markets (lo, I worked with RIFF, a Dutch marketing agency that responded to user comments and was responsible for user feedback. My responsibilities included:

- Evaluating the quality of RIFF's work,
- Addressing any errors in the app
- Directing RIFF's focus toward high-demand markets
- Introduce new Philips DA kitchen products in the app.

To provide support to the agency, I have developed instructional resources that specify the appropriate approach for addressing feedback on the app, the recommended tone to use, and important details about the products. Initially, I monitored all 26 markets' communities; I assessed the agency's job quality and provided resources. A Philips DA software system called AdminUI let me examine user comments, recipes, and articles at the backend. The training materials featured information that users commonly questioned about products or recipes. In cases when markets were not collaborating with the agency, the task of community management was assigned to the local teams. I was regularly in touch with these markets and provided help and resources.

Managing and monitoring comments across markets was the biggest challenge. Due to excessive traffic and comments in some countries, customer feedback was difficult to handle. The language variation among marketplaces made it challenging to understand comments correctly using Google Translate. Language nuances were sometimes lost in translation, making it hard to understand consumers' demands. While my position did not include direct engagement with user feedback, my responsibilities included identifying and resolving various concerns. This approach required a seamless and courteous connection with the agency. Therefore, open communication and timely, accurate problem-solving were essential. The second obstacle arose from the need to oversee the implementation of community elements across diverse marketplaces. Real-time communication and coordination were challenged by market differences. I had to overcome these communication challenges and collaborate across time zones to implement community features smoothly. This needed flexibility, committed transparency, and proactive communication.

Creatively planning and executing campaigns independently was one of the gratifying parts of my position. I learned a lot about campaign management and felt fulfilled since I was responsible for every aspect of these campaigns. The goal was to increase NutriU App engagement and traffic by encouraging users to post recipes and create a more engaging community. This not only enhanced customer satisfaction but also had a favourable influence on the user retention rate. I often worked with the Direct-to-Consumer (D2C) team and local Philips DA website sales teams. The objective assigned to me was identifying products that may potentially derive advantages from discounted pricing or heightened consumer awareness. For example, I developed an Easter marketing campaign targeting the German market, which had a substantial user base of the NutriU App. Sharing favourite recipes for a discount coupon on air fryer accessories was part of the campaign. I generated the marketing brief graphic and textual materials, negotiated the discount rate with the German team, confirmed stock availability, and organized for translation. User engagement on the app and product sales increased after the promotion.

Coordination and alignment with teams was the biggest challenge for these tasks. A successful campaign required coordination with the Direct-to-Consumer (D2C) team, who chose what products to advertise and set discount amounts. After confirming these products, I convinced the targeted market team of the campaign's prospective advantages. Getting diverse teams on board with the planned campaign was difficult and required proficient communication and negotiating skills. Moreover, the campaign had to be translated into the target market's language, which added to the level of complexity of the coordination and time management. These issues highlighted the need for time management and navigating multiple viewpoints and goals in a large company.

Every quarter, a collaborative meeting is held between the manager, content creators, and me to formulate the content plan for the NutriU App in the following months. It was necessary to explore social media recipes and culinary trends and create recipes or trends for special days and events, like Christmas recipes. Furthermore, we have generated articles with informative suggestions relevant to certain products. The primary research platform used in this study was social media. The formulation of our recipes was often influenced by introducing new products in diverse markets since our objective was to develop recipes that included these products inside the

respective local market. When a product was discontinued, we had to remove its recipes from our site. Localization was crucial to our content strategy since each market's preferences, special days, and cooking methods differed.

Given various markets' interests, customs, and special dates and events, keeping up with these diverse and dynamic trends was complex and needed ongoing social media monitoring. Creating communication that resonated with each market and engaged users added another element of difficulty. Demonstrating sensitivity and skill in composing well-received messages and successfully fostering connection and participation within the NutriU App community was of utmost importance. These problems highlighted the significance of cultural knowledge, adaptation, and communication in digital marketing and content development.

I also worked with the product innovation team which was an enriching experience. I worked with Marije Lameris, the Healthy Cooking venture's Senior Consumer Marketing Manager, and the design and engineering teams. Our goal was to conceptualize and cultivate pioneering kitchen products for future use. My job included extensive Statista research on smart kitchen gadgets and culinary services, including their profitability. In addition, a unique experiment was undertaken to compare the culinary practices of a professional chef and a working mother. We gave both participants the identical recipe to compare their cooking styles. Our main goal was to make the cooking experience quicker, more fun, and simpler, especially for busy people. My intensive market research and our cooking experiment helped generate creative product concepts. Market research continued as the product concept developed, and we conducted semi-structured interviews with actual customers. These interviews aimed to determine what characteristics people would want in a smart, creative kitchen device and what they would not. Our design team developed the prototype, drawing upon the collected interviews and research findings. Subsequently, we proceeded to present this conceptualization to several cross-functional teams. Due to confidentiality limitations, I cannot provide detailed information about the device. However, it is worth noting that the product in question is an intelligent kitchen gadget that has been purposefully developed to assist consumers in navigating the many stages of meal preparation. The product's introduction is expected to occur within a two-year timeframe.

The challenges faced by the company included data accessibility, customer awareness, and budgetary constraints. The lack of competitive internal operations data limited market research's

accuracy and led to limited judgments. Understanding customer preferences and demands was challenging, as some customers preferred smart device connections for convenience and technology, while others found them difficult to operate and worried about data privacy. Budgetary constraints also limited the company's ability to offer innovative products, leading to costly pricing and the need for rethinking the product concept to increase profits while maintaining functionality. These issues highlight the complexity of product creation and the need for understanding market dynamics, customer behaviour, and financial planning.

## 5.2. Insights & Challenges

My internship at Philips DA taught me about customer behaviour, product innovation, digital marketing, and product life cycle management. It highlighted the importance of coordination among stakeholders, market alignment, and system consistency in managing a digital community across multiple regions. It also highlighted the challenge of creating digital content and campaigns that appeal to different audiences, emphasizing the need for staying updated on new trends and recognizing unique customs and preferences. I learned about market research, customer preferences, and product development finances, recognizing the need for deep awareness of customer demands and the capacity to meet their expectations. The internship also highlighted the limitations of market research, customer choice nuances, and budgetary limits in product development. These findings underscore the complexity of product development, emphasizing the need for a comprehensive understanding of market dynamics, customer behaviour, and financial planning. During my internship at Philips DA, I faced challenges in product phase-ins and phase-outs, synchronization, managing the NutriU App community across markets, and producing engaging content. These challenges required careful coordination among stakeholders, synchronization to avoid market misalignments, and understanding regional characteristics. Engaging in product invention was an instructional experience, requiring thorough market analysis, understanding customer requirements, and financial compliance while encouraging creativity. These challenges helped me improve professionally and adapt to new challenges. The internship focused on digital marketing, product innovation, and product life cycle management. Reflecting on the experience, I learned the importance of stakeholder communication, collaboration, and cultural sensitivity in digital marketing. The role also highlighted the need for global audience engagement and market research. The product innovation experience reinforced the importance of customer understanding and satisfaction.

Challenges and learnings have expanded my perspective and advanced my goals, highlighting the need for synchronization and cultural sensitivity in business environments.

During my internship at Philips DA, I managed product lifecycles, promoted NutriU App community participation, and designed digital campaigns to boost app traffic. I contributed to product innovation by creating a smart kitchen appliance. This internship taught me the importance of communication, cultural adaptation, and creative problem-solving. I improved analytical abilities through market research and consumer feedback analysis. Collaborating in cross-functional teams enhanced my understanding of product development. This experience prepared me for future career endeavours and professional challenges. The internship at Philips DA revealed several areas that could be improved to enhance the program's effectiveness. The digital marketing strategy used by NutriU could be improved by adopting a more personalized approach and using social media platforms like TikTok and Instagram. The absence of a dedicated social media team led to the lack of public access to some content. Integrating machine learning algorithms could provide tailored content, enhancing consumer engagement and value. Internal communication methods could be improved by implementing a collaborative platform for better communication integration across teams. The internship program should be augmented by focusing on practical mentoring and frequent feedback sessions. Regular and structured mentoring would provide interns with clear direction and support, enriching their educational journey. Additionally, regular training sessions could be implemented for interns. The Philips DA internship has significantly impacted my career and personal growth. It has improved my understanding of digital marketing strategies in real-life business settings, taught me creative problem-solving and adaptability, and provided opportunities for collaborative projects. The internship has also broadened my professional network and provided opportunities for collaborative projects. The training was not just an academic obligation but also a crucial part of my career growth, allowing me to apply theory, enhance practical skills, and foster a commitment to ethical behaviour in the corporate workplace.

## 6. Rationale for Methodology

The decision to use Yin's Case Study Research Design and Methods, (2018) for my study was conscious and influenced by the nature of my internship experience at Philips DA. Yin's approach offers a systematic and thorough framework designed to examine detailed incidents in

real-world settings, rendering it suitable for my research, which aims to explore the nuanced elements of digital marketing strategy at Philips DA. The Single-Case Embedded Design has relevance with the distinctive nature of Philips DA's approach in using digital marketing methods and fostering its app, the NutriU App. The internship provided an immersive experience that allowed for the observation gathering, consistent with the in-depth investigation advocated by Yin's research design and methodology. Furthermore, Yin's method incorporates several data sources, including interviews and direct observations. Given my direct engagement with the organization, these sources are realistic and applicable.

To maintain research integrity, ethical issues, and biases were addressed. The privacy and anonymity of interviewees were the main ethical concerns in this study. Informed consent was obtained, and broad titles were used to ensure participant privacy in the published research. Respecting the confidential nature of the internal documents of Philips DA was an additional significant ethical consideration. I was dedicated to using these materials solely for educational purposes and refrained from disclosing any confidential data that could jeopardize the organization. In the context of biases, it was essential to acknowledge that, as an intern at Philips DA, there was a potential for bias. To minimize its effects, a state of reflection was maintained throughout the research process. This entailed consistently analysing my beliefs and experiences to prevent any unwarranted impact on the study's outcomes. Cross-verification, or triangulation, served as an additional method to ensure impartiality and mitigate any potential biases. With these approaches, the study aimed to achieve credibility, dependability, and overall significance.

## 7. Case Study Research Methodology

### 7.1. Qualitative Approach in Case Study Methodology

As a globally recognized corporation, Philips Domestic Appliances has generally been successful in its digital marketing efforts. However, like any large-scale organization, there are areas where its strategies could be refined and optimized. This is particularly true for their relatively new application, the NutriU App, which presents unique challenges and opportunities for improvement. The primary objective of this research is to examine the effectiveness of the digital marketing strategies utilized by Philips Domestic Appliances for the NutriU App. Case study methodologies examine a choice or collection of decisions, including why, how, and the outcome. They can cover people, organizations, procedures, programs, communities, institutions,

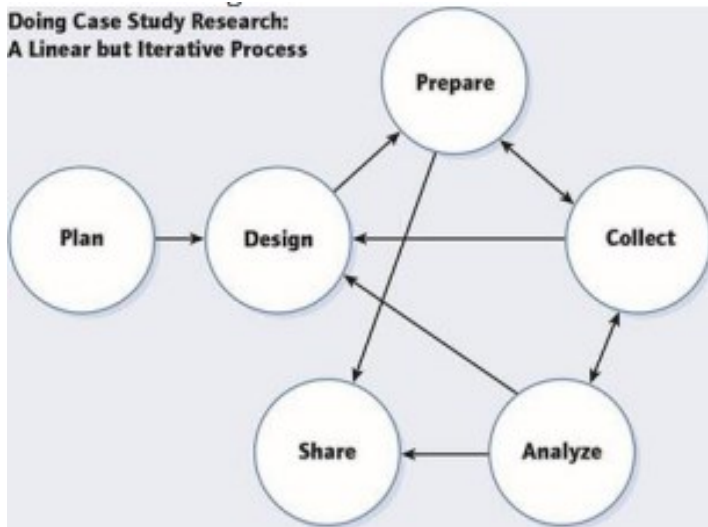
and events (Robert K. Yin., 2018). This research, therefore, is suitable for case study methodology based on Robert K. Yin's "Case Study Research and Applications: Designs and Methods" 6th edition book. This research adopts a qualitative approach to understand Philips DA's marketing initiatives. Yin (2018), qualitative case study methodology enables a comprehensive understanding of the case within its real-world setting. This approach is suitable since it allows for a better understanding of real-world challenges and opportunities encountered by Philips DA. Yin's (2018) qualitative approaches enable data gathering from many sources and the comprehensive data collecting process, using several sources such as interviews, document analyses, and direct observations. Data from interviews and internship observations are the main data sources, and Yin' (2018) methodology aligns to comprehensively analyse Philips DA's digital marketing efforts. The methodology enables the use of theoretical frameworks guiding the research design, data collection, and analysis. This is mainly beneficial since this research aims to investigate the effectiveness of digital marketing strategies with certain theories related to corporate culture, consumer-centric engagement, and market segmentation. According to Thomas (2016), a case study is a comprehensive examination of an organization, such as an individual, a company, or a policy, via the use of one or several research methodologies. Focusing the investigation and research on this case will help clarify and explain a particular theme or issue. This research focuses on a corporate company, Philips Domestic Appliances in the Netherlands, which is the "case," and its digital marketing efforts for its product, NutriU App, are the themes that will be investigated. The Philips Domestic Appliances, as a case, is the subject of the inquiry and will illuminate and clarify its digital marketing efforts for the NutriU App. To achieve this, the research methodology will be justified, and the qualitative data-collecting methods will be examined and discussed in depth to clarify why these data-gathering methods have been selected and are relevant to this study.

## 7.2. Research Design on Philips DA's Digital Marketing Strategy

This thesis uses a case study approach based on Robert K. Yin's 2018 book, "Case Study Research and Applications: Designs and Methods." The book highlights the obscurity of case study research in social science, but its popularity has increased since 1980. Google's Ngram Viewer statistics show that the frequency of case study research in books rose from 1980 to 2008, surpassing survey and experimental studies. The book was ranked second among the top 10 methodology books in social sciences and has nearly 100,000 citations. It is also recognized that

15 academic disciplines and practical professions now have at least one case study research-focused effort. Due to its established record of success in qualitative research, this book has been selected as a guiding resource for this research.

**Figure 1. Case Study Research Process**



**Source: Case Study Research and Applications: Designs and Methods, Robert K. Yin., 2018)**

According to Yin (2018), case study research involves a series of systematic activities, including planning, designing, preparing, collecting, analyzing, and sharing processes. A case study methodology is an empirical method that examines a contemporary phenomenon in its real-world setting, especially when the boundaries between phenomenon and context are unclear. These studies are unique because they have more variables than data points, use theoretical propositions to guide design, data gathering, and analysis, and use numerous sources of evidence. This requires triangulating data convergence. The two-fold definition of a case study shows that it is a comprehensive mode of inquiry with its own design logic, data gathering methods, and data analysis methods (Robert K. Yin., 2018).

According to Robert K. Yin. (2018), there are four types of research design for case studies: single-case (holistic), single-case (embedded), multiple-case (holistic), and multiple-case (embedded). Case study methodology often employs single-case studies, which can be done using holistic designs or embedded units of analysis. These designs are justified when the case represents a key test of current theory, an extreme event, a common instance, or a long-term goal. The single-case holistic design focuses on a singular unit or entity without further division into

sub-units, often used when the instance is distinctive or represents a wider organization or phenomenon. This method is suitable for examining the business model of a large corporate organization. The Single-Case embedded research design shares similarities with the holistic design but focuses on examining a unique unit or entity and delves further into the analysis by scrutinizing the sub-units within the given case. For example, the business model of a big corporate organization can be investigated using a holistic single-case research design.

Multiple-case research design is becoming more common, involving investigating multiple cases, and analyzing each individually. This type of research takes more time and costs but allows for a comprehensive examination and comparison of outcomes. Multiple-case embedded designs are complex research where multiple cases are studied, each by its sub-units, and analyzed individually. Choosing the right research design depends on the study subject, resources, and required detail. Ensuring the case is relevant to original issues and research questions of interest is crucial.

This research explores various dimensions of Philips DA's digital marketing strategies and examines a global corporate company focusing on one entity. In this case, the single-case study research design is best suited for this research. However, this research dives further into Philips DA's, a corporate company's digital marketing strategies, particularly NutriU App's digital marketing strategy, making this case a single-case embedded research design. It explores the company and its overall effectiveness of digital marketing strategies, the gaps or shortcomings in these strategies, the role of corporate culture, adaptability to various markets and cultures, how it aligns with the NutriU app, and the level of innovation or risk-taking as their sub-units.

These sub-units support exploring the broader case of Philips DA's digital marketing strategies, capturing the complexity of the research questions and theories making it an embedded design. The qualitative data from internship observations and interviews with the Philips DA marketing team will support delving deep into each sub-unit and provide a comprehensive understanding of the case.

The logic of a research design links empirical data to a study's initial questions and conclusions. It guides research questions, data collecting, and analysis. A research design is a logical proof model or plan for investigating questions, data, and outcomes. The fundamental

goal of this work plan is to prevent circumstances when evidence does not answer research questions (Robert K. Yin., 2018).

Defining the research questions is the most essential part of the thesis. To have a clear methodology path, the literature part of the thesis is reviewed and examined to define the case and research questions. However, explaining research questions before examining the literature review started with the fieldwork. According to Robert K. Yin (2018), "how" and "why" questions are explanatory and likely to lead to the use of a case study as the preferred research method. This is because these questions aren't solely focused on how often something happens or how often it happens; instead, they're on how things work overtime. "How" or "why" questions regard current contemporary events and where a researcher has limited influence. Reviewing literature allows researchers to determine and formulate the essential issues precisely, leading to finding their research questions (Robert K. Yin., 2018).

During the internship period, questions arose according to observations. Internship experience and in-depth literature review arose "how" and "why" questions to explain Philips Domestic Appliances' digital marketing efforts. Consequently, the central investigation guiding this study is as follows:

**RQ1:** "How effective are Philips DA's digital marketing strategies for domestic kitchen appliances in terms of product marketing, sales performance, customer engagement, and alignment with the NutriU app"?

**RQ1.1:** "Why are there gaps or shortcomings in Philips DA's current digital marketing strategies, and what underlying factors contribute to these?"

Based on observations made throughout the internship period, it can be inferred that the corporate culture of Philips DA, being a typical global corporate entity, has an impact on its marketing initiatives. To comprehend the implications at hand, a series of questions have emerged:

**RQ2:** "How does Phillip DA's corporate culture impact the alignment or integration of digital marketing strategies with the NutriU app?"

**RQ2.1:** “Why does Philips DA's corporate culture affect the level of innovation or risk-taking in digital marketing strategies for domestic kitchen appliances?”

The primary objective of this research is to develop a thorough and intricate comprehension of the digital marketing strategies utilized by Philips Domestic Appliances. These research questions explore the complexities of the company's digital marketing efforts by examining the challenges they have encountered. The primary aim is not only to describe these strategies but also to conduct an analysis that yields significant insights into their success, obstacles, and alignment with broader corporate objectives.

This in-depth study will either support, question or add to existing theories and practices in the field of digital marketing, making a significant addition to academic research and application in real life.

### 7.3. Selecting The Type of Data

This research adopts a qualitative methodology, as described by Yin (2018), which is appropriate for investigating, describing, or comprehending phenomena in a real-world setting. This method enables thorough data analysis, facilitating a complete comprehension of Philips DA's digital marketing initiatives in a corporate setting. The qualitative approach primarily focuses on data analysis but also facilitates the formulation of theories.

Theories are essential to comprehending the issue and creating a coherent theoretical foundation selection of the data source. In research on social groups or organizations, theoretical premises might reflect important themes from the literature or practical considerations, such as instructional leadership styles or interpersonal connections. Ultimately, the theories will create defined data collection and analysis methodologies. An exploratory case study should have a statement about what is to be explored, the purpose of the exploration, and the criteria by which the exploration will be judged successful. The function of theory in generalizing from case studies is vital for understanding the "how" and "why" questions presented earlier (Robert K. Yin., 2018).

Considering this information, based on the literature review and the internship observations, three theories have been developed for this exploratory research. The literature research portion examined the topics of developing a global corporate brand and identity, corporate marketing

communication channels and strategies, and the impact of digital marketing on corporate marketing strategies.

The first theory is based on corporate culture's effects on digital marketing initiatives. The corporate culture of a corporation has a substantial impact on its marketing strategies and its branding. Furthermore, drawing on the insights gained during the internship, it is evident that a company's corporate culture plays a substantial role in shaping its digital marketing strategy, particularly during rebranding periods. Companies with a corporate culture prioritizing innovation and technology are more inclined to use advanced digital marketing methods.

The second theory delves further into comprehending the correlation between customer engagement for the NutriU App in its digital marketing strategies and the consumer-centric approach. The literature review, *Market Segmentation and Targeting in the Domestic Kitchen Appliances Industry Identifying and Reaching Target Audiences through Marketing Channels and Marketing Innovative Domestic Kitchen Appliances: Strategies, Challenges, and Opportunities*, delves into the importance of understanding target when it comes to creating digital marketing strategies, specifically, suggesting personal interactions with consumer and consumer-centric approach increases these digital marketing efforts, especially for the social media strategies.

The third and final theory proposes that by integrating and aligning the NutriU App with Philips DA's overall digital marketing strategies, the company will experience better sales performance in kitchen product sales. In the section of Philips DA Product Portfolio and Key Offerings and Phillips DA Marketing Strategies in the literature review, explore and include Philips DA's digital marketing strategies for the NutriU App. Philips DA's kitchen products are highly promoted through various marketing channels; however, the NutriU App needs more promotion.

These theories aim to explain the underlying reasons or processes that give rise to observed phenomena, focusing on Philips DA and the NutriU App. These theories provide a perspective on how company culture influences digital marketing strategies, how a consumer-centric approach manifests in customer engagement metrics and guide the data-gathering method to investigate

these dynamics. Qualitative data from interviews and observations offers rich, contextual insights to understand this phenomenon better.

According to Yin (2018), interviews are generally used as the main data and sources in case study methodology. These interviews provide important insights by questioning the how and why of the events. The flow of interview questions should be in the form of dialogue rather than questioning. The researcher should verbally express these questions that they ask objectively during these interviews, and they must distinguish between why and how questions. When recording these interviews, it is better to take voice recordings rather than notes, but permission must be obtained from the person to be interviewed. In case studies, interviews can be long, short, or in the form of surveys. Extended interviews can last 2 hours or more, and the interviewer can uncover more information based on events, answers to questions, and progress. Shorter interviews, 1 hour or less, are more focused interviews. These meetings may be open-ended or conversational, but they should be result-oriented, and focus should be preserved. For example, in short interviews, result-oriented direct questions should be asked instead of discussing more open-ended topics. Therefore, the right questions should be asked, and caution should be exercised to reveal the right insight.

In case studies, as are interviews, direct observations are another source of data. These observations may range from observations made during fieldwork as part of a case study to ordinary data collection activities. Observational evidence provides additional information about the issue being studied to address the problems encountered.

Participant observation, for example, is a special mode of observation in which the observer has various roles in a fieldwork situation and participates in the actions being studied, and it contains many opportunities. It provides the opportunity to gain access to events or groups that would otherwise be inaccessible to another researcher and allows perception from the perspective of someone who is "inside" the case rather than outside of it. Moreover, participant observation can create more data-gathering scenarios rather than experiments.

However, one of the negative aspects of participant observation is that it may lead to biased views. The researcher may be unable to function as an outside observer and may have to advocate against appropriate social science practices. The participant-observer may only ask questions

about events from one perspective, as more focus may be needed on the participating role. Hence, the researcher needs to organize their observations carefully to obtain meaningful results, considering many perspectives (Robert K. Yin., 2018).

Yin (2018) highlights the significance of interviews and observations as primary data sources in case studies, offering crucial insights. The primary data sources used in this study consist of participant observations and interviews. These methods are crucial in comprehending the execution of digital marketing initiatives and the organizational culture at Philips DA. The interview questions are predominantly open-ended, focusing on the 'why' and 'how' aspects, and are structured to encourage dialogue. Given the short nature of these interviews, the questions are designed to be result-oriented. The observations are derived from experiences during the internship.

The qualitative analysis part of the research involves classifying and interpreting the collected data to obtain important findings about Philips DA's marketing strategy and company culture. This method provides valuable contextual information by understanding the dynamics and specific circumstances of the study, and the analysis evaluates the theories developed earlier. Moreover, it enables the analysis of the impact of the corporate culture at Philips DA on digital marketing strategies and evaluates to what extent these initiatives match the established theoretical framework.

## **Chapter V - Data Collection and Analysis**

Chapter V covers data-collecting techniques, mostly centred around interviews with individuals from Philips DA's marketing team.

In data collection, an analysis of the data was performed utilizing Braun and Clarke's (2006) theme analysis technique, which served as the analytical framework. Recognized for its versatility and accuracy, the model helps the process of data analysis, enabling the identification of repeating themes, patterns, and narratives. The analysis procedure provides a methodical interpretation of the data by following the steps established by Braun and Clarke (2006), which involve becoming acquainted with the data, coding, and developing themes. Employing Braun and Clarke's (2006) thematic analyses enables to clarify the complex interactions of digital marketing strategies, organizational culture, and NutriU app alignment within the framework of Philips DA.

### **8. Data Collection**

The thematic analysis suggested by Braun and Clarke offers a way to interpret the data which is consistent with Yin's emphasis on the embedded single-case methodology. This thematic analysis allows for an understanding of the complex interactions between themes in Philips DA's digital marketing strategy. The thematic analysis enables developing and improving theories related to digital marketing strategies, which is an essential part of Yin's case study methodology. Yin's embedded case study methodology allows an in-depth understanding of the case within its real-world context. Braun and Clarke's thematic analysis complements Yin's methodology by providing a detailed understanding by identifying recurring themes and patterns from qualitative data collected from the interviews.

#### **8.1. Interviews with Philips DA Marketing Team Members**

During the data collecting phase of this study, a total of eight individuals from the marketing team of the Philips DA kitchen division were interviewed. The duration of interviews typically spanned a period of 30 minutes, as lengthier interviews were not feasible for team members. Hence, the questions are formulated in a manner that focuses on obtaining specific outcomes, rather than being lengthy and subject to varying interpretations. The audio recording of each interview was conducted, and consent was acquired from the participants. However, it is important to acknowledge that individuals may have responded to the questions in a subjective

manner when informed of the audio recording, therefore prompting the decision to withhold their whole identities to ensure their comfort. The individual's name has been abbreviated with explicit intent for this purpose. The process of collecting these interviews spanned nearly several weeks due to the team members encountering significant difficulties in finding available time.

The individuals that were picked for the interviews were carefully chosen based on their respective roles within the team. Even though a group of eight workers were engaged in marketing activities inside the kitchen department, the interview questions were tailored to each participant based on their unique roles and job responsibilities. For example, in the interview with the data analyst, despite not being a member of the marketing team, the individual inquired about the data pertaining to the NutriU App. The individuals that were picked for the interviews were carefully chosen based on their respective roles within the team. Despite the fact that a group of eight workers were engaged in marketing activities inside the kitchen department, the interview questions were tailored to each participant based on their unique roles and job responsibilities. For example, in the interview with the data analyst, despite not being a member of the marketing team, the individual inquired about the data pertaining to the NutriU App.

The interview questions exhibit variation based on the individuals' positions although they mostly consist of questions regarding the "why" and "how" aspects. Specifically, the questions are centred around the marketing strategies employed for the NutriU App.

The individuals who were interviewed include Preeti K., the digital marketing director for the NutriU App; Başak G., the product marketing manager for air fryers; Lisa S., the marketing manager for kitchen machines; Ecem A., the global content and community lead for the NutriU App; Fabio C., the manager responsible for developing ASO strategies for the NutriU App; Elena S., the content creator for the NutriU App; Tomas S., the data analyst for the NutriU App; and Olga B., the campaign manager for D2C (Direct to Customer) campaigns.

## 9. Data Analysis and Findings

The research examines the effectiveness of Philips DA's digital marketing strategies in relation to marketing, sales performance, customer interaction, and the company's alignment with the NutriU App. The data is collected by conducting eight semi-structured interviews with employees involved in the marketing strategy of Philips DA. Data collection was systematically

processed, structured, and coded utilizing an inductive theme qualitative methodology. This encompassed becoming acquainted with the transcript data, formulating initial codes, pinpointing potential themes, conducting reviews and enhancements of these themes, establishing and labelling the themes, further refining them, and ultimately crafting a comprehensive report. Generating initial codes is an essential step in qualitative data analysis, and this methodical approach was employed following the steps outlined by Braun and Clarke (2006) Using thematic analysis in psychology. The data is analysed, organized, and coded utilizing empirical theme qualitative methods. The first stage involves generating preliminary codes from the data, representing the unprocessed data's fundamental components. This stage involved by transcription the interview audios and reading and re-reading the data to become familiar with its content and take initial notes or highlight recurring points. The second stage is determining themes by analysing the coded data, categorizing the various codes into prospective thematic categories, and collecting relevant information inside the specified themes. The third stage is the possible themes receive a thorough evaluation and refinement process to determine their adequacy in coherence and distinctiveness. This stage guarantees they present a cohesive narrative related to the data and the study. The fourth stage is where the themes are carefully defined and appropriately categorized, which is the identification of the core content of each theme and the determination of the specific element of the data that each theme represents.

#### 9.1. Thematic Analysis and Coding of Qualitative Data

One of the findings from the interviews reveals, main themes, sub-themes, and clear priorities and focus areas among the participants regarding Philips DA's digital marketing strategies:

**Figure 2. Main Themes and Sub-Themes by Coding References**

Main Themes	Sub- Themes	Initial Coding	Representative Quotes (from interviews)
Effectiveness Of Philips DA's Marketing Strategy	Aligned Marketing Content, Consumer Retention, Promotions, Product Research Center, Integral Gross Margin, Innovative Products, Strategic Pillars for Goals Achievements, Consumer-Centric, Revenue, Pricing, ASO, Rollout Map, Traditional Marketing, Appropriate Resource	Marketing initiatives, Digital Presence, Campaigns	<b>Elena S:</b> "We've had success with campaigns like "Ask the Expert," where we encourage users to comment on topics that interest them. We've noticed that this approach gets quick user engagement. Additionally, we've run seasonal promotions like Easter and Christmas campaigns that have also been effective in driving engagement and sales within the app."
Alignment With NutriU App	Consumer Attachment, Connected Products, Frequency of Users, Free Content Access, Roadmap for New Products, Continuous Collaboration. Recommendations: Social Media Marketing, Personalized Customer Journey, Awareness Campaign, Multilevel Communications, Searching Features, Remote Working, Joint Strategy, User Manual	Integration, Synchronization, Connectivity with NutriU App	<b>Lisa S:</b> "We need to clearly define the role of the NutriU App in the consumer journey. It could serve either post-purchase or pre-purchase roles. Once that's defined, we align with the NutriU App team to ensure their development roadmap meets our needs, or if we have specific needs, to make sure they can accommodate them. Products can be either connected, requiring a Wi-Fi module, or non-connected but still supported by NutriU App for recipes and guidance."
Challenges	Market Dynamic, Coordination, Technical Limitations, Limited Resources, Limited Manpower, Data Quality, Static App, Limited Experimental Testing	Obstacles, Difficulties, Strategy	<b>Preeti K.:</b> "The most significant challenge is where to focus the markets. This is a scale-up that comes from a massive company. People who have worked here have this sense of having billions behind them, but we no longer have the billions. A big shift in thinking is required, and everyone needs to adopt a growth hacking mindset. What can I do with what I have today? That's the first big challenge."
Company Culture	Team Collaboration, Responsible Employees, Company Dynamic, Global Culture	Values, Behaviors, Organization	<b>Olga B.:</b> "What I enjoy most about my current role as a D2C Campaign Manager is the dynamic nature of the work. Every campaign is a new challenge, and it's rewarding to see our efforts translate into real sales and customer engagement. I like the strategic aspect of planning out our yearly calendar and then diving into the details of each campaign, from asset creation to cross-team collaboration. As for Philips DA, I appreciate that the company sets clear goals and values that guide our work. It's motivating to be part of a global organization."
Customer Engagement	Feedback, Personal Messaging, Relevant Content, Push Notifications	Strategies, Methods, Products	<b>Preeti K.:</b> "One big one is the personal messaging system launched with the air cooker last May. It's a handholding thing that teaches you how to get comfortable with the appliance and the app. Simple in-app messaging says, this is your first session, this is your second session. We see 30 to 35% more engagement with those messages in the app and content around it. We're scaling it to support all air fryers and include push mastering. The app inherently adds value to the device, not a reflection of what's on the device"
Recommendations For Improvements	Social Media Marketing, Personalized Customer Journey, Awareness Campaign, Multilevel Communications, Searching Features, Remote Working, Joint Strategy, User Manual	Suggested, Enhancement	<b>Olga B.:</b> "I think we could benefit from more interaction with our customers on social media. Collaborating with influencers and encouraging user-generated content could be helpful. Right now, the D2C team operates somewhat independently and doesn't have close contact with local PR teams."
Resource Allocation	Market Level, Global Level, App Store Optimization, Air Fryer Customer	Budgeting	<b>Ecem A.:</b> "Budget allocation is divided between the global level and the market level. At the global level, we allocate budgets for things that need to be activated across all markets, such as global content creation. App Store Optimization (ASO) initiatives generally come from the global budget as well. Market-specific initiatives are budgeted locally, but markets generally prefer to use the global budget rather than their own. We just need to ensure that the markets allocate the right amount of money so that we don't face any setbacks in activating any specific campaigns."
Factors Affecting Strategies	Consumer Needs, Taxation, And Global Requirements	Limitations	<b>Ecem A.:</b> "Yes, we want to focus more on understanding our consumers and creating more user segments. The goal is to offer a more personalized journey, which is what users expect from digital apps these days."

## Common Themes

There are eight major themes based on a word cloud of frequency. The following major themes and sub-themes are determined to analyse the qualitative data:

- Effectiveness of Philips DA's marketing strategies
  - Aligned Marketing Content, Consumer Retention, Promotions, Product Research Center, Integral Gross Margin, Innovative Products, Strategic Pillars for Goals Achievements, Consumer-Centric, Revenue, Pricing, ASO, Rollout Map, Traditional Marketing, Appropriate Resource
- Alignment with NutriU App
  - Consumer Attachment, Connected Products, Frequency of Users, Free Content Access, Roadmap for New Products, Continuous Collaboration.
- Challenges
  - Market Dynamic, Coordination, Technical Limitations, Limited Resources, Limited Manpower, Data Quality, Static App, Limited Experimental Testing.
- Company Culture
  - Team Collaboration, Responsible Employees, Company Dynamic, Global Culture
- Customer Engagement
  - Feedback, Personal Messaging. Relevant Content, Push Notifications
- Recommendations for improvements
  - Social Media Marketing, Personalized Customer Journey, Awareness Campaign, Multilevel Communications, Searching Features, Remote Working, Joint Strategy, User Manual.
- Resource allocation
  - Market Level, Global Level, App Store Optimization, Air Fryer Customer,
- Factors affecting strategies.
  - Consumer Needs, Taxation, And Global Requirements.

Effectiveness of Philips DA's Marketing Strategy was the main discussion among participants. Most discussions revolved around evaluating how well the Philips DA's marketing strategies worked in practice. Participants consistently emphasized or referenced their views on the overall success or shortcomings of these strategies, suggesting it's a central point of consideration in the company's marketing discourse. NutriU App community manager, Ecem A., explain effectiveness in the following question: **QE: "Can you describe the current digital marketing strategy for NutriU App? How has the strategy evolved since you started Can**

**you share successful initiatives and strategy for the app"? AE: "Although the NutriU app has been around for more than five years, the strategy wasn't always clear, especially given the frequent changes in team members. When I joined about a year ago, the focus was primarily on growth, specifically on acquiring new users as new products and countries were being launched. However, I see my role as shifting the focus more towards retention and engagement. That's the flexibility we have this year. So now, instead of just focusing on acquisition, we're also looking at how to keep users engaged and retained. These two aspects are interconnected and will eventually lead us to the next steps, such as monetization or loyalty programs. We're still working on general improvements and feature development for the app, but our main goal for this year is to increase user engagement."**

The alignment of marketing strategies with the NutriU App was the next major theme of interest. A significant portion of discussions concentrated on how integrated or synchronized the digital marketing initiatives were with the features, promotions, or objectives of the NutriU app. This indicated the app's strategic importance in the broader digital marketing framework of the company. Kitchen machine product manager, Lisa S., explain NutriU App in the following question: **LQ: "How do you collaborate with the digital marketing team, particularly for the NutriU App, to ensure that your product category is well-represented in the app's content and features?"** LA: "We need to clearly define the role of the NutriU App in the consumer journey. It could serve either post-purchase or pre-purchase roles. Once that's defined, we align with the NutriU App team to ensure their development roadmap meets our needs, or if we have specific needs, to make sure they can accommodate them. Products can be either connected, requiring a Wi-Fi module, or non-connected but still supported by NutriU App for recipes and guidance."

Factors Affecting Philips DA's Digital Marketing Strategies least common theme by the participants. While they were discussed, they didn't dominate the conversations to the same extent as the previous two themes. However, it's been mentioned the factors effecting digital marketing strategies were; global company requirements, meaning there is a corporate company structure that needed to follow, and it is difficult to change this limitation, another factor is mentioned was consumer needs and taxation.

- Correlation Between Sub-Themes

Moreover, for second finding the coding matrix query was applied to compare the participants' responses on the themes of the effectiveness of Philips DA's marketing strategies, customer engagement, and company culture with the theme alignment with the NutriU app. This cross-reference query was applied to analyse the integral responses of the participants in focusing on the digital marketing strategies aligned with NutriU App.

This finding was the examination of correlation between sub-themes, and this indicates the interconnection of many variables when evaluating the effectiveness of Philips DA's marketing strategies. The sub-themes: revenue, innovation, a customer-first approach, relevant content, and consumer feedback, they are not isolated from one another on the contrary, these effects permeate various aspects of the corporation, including its marketing effectiveness, customer engagement patterns, organizational culture, and alignment with the NutriU app. This interconnection may be crucial for long-term success in the company's digital marketing initiatives.

The direct correlation between "revenue" and "customer attachment" implies that individuals see a connection between the company's financial performance and the loyalty of consumers towards the brand or its products. The findings indicate that the degree of customer loyalty towards a brand has the potential to impact the growth or stability of revenue. Airfryer product manager, Basak G., explains it in the following question **QB: "Can you share any examples where the inclusion of your kitchen products in the NutriU App has led to increased sales or user engagement?"** AB: "We have this connected product (Airfryer XL). With connected products, the engagement is higher because it's super easy to use. You don't need to think about the time and temperature; it gives you all the guidance. So, it also increases the engagement and the penetration of using the air fryer." **QB: "How do you measure the success of your product on the NutriU App?"** AB: "We have a dashboard created for the connected products. We can see which presets they're using, how many cooking sessions they did, and what time of the day they're using their connected device and NutriU App. It's about attachments rate and of course the frequency of the usage. If they use more the air fryer, it's better for us to understand their needs." **QB: "But sometimes they open the air fryer and then they don't continue using the app. Right?"** AB: "Sometimes they use the hardware, yes. But for us, the measure of success is mainly the attachment rate and the frequency of usage."

The terms 'innovative products' and 'connected products' imply that the innovation of these products lies in their ability to connect to the NutriU App. The correlation between 'customer attachment' and these innovative and cohesive attributes implies that they have the potential to foster client loyalty or attachment by connecting more products to the NutriU App. Kitchen machine product manager, Lisa S., explains it in the following question **QL: “Can you share any examples where the inclusion of your kitchen products in the NutriU App has led to increased sales or user engagement? What were the key factors that contributed to their success?”** AL: “Last year, we sold 200 kitchen machines, but there were 4,000 downloads for the kitchen machine category in the NutriU app. This showed a clear interest in connectivity, recipes and guidance, providing us with a target base for potential innovation or promotions.”

The correlation between Consumer-Centric Approach and Connected Product Strategies emphasizes initiatives that prioritize the needs and preferences of consumers. Customizing experiences or products to align with client desires can enhance consumer attachment. Digital marketing team lead for NutriU App, Preeti K., explains it in the following question " **PQ: "How does your team collaborate with other departments (e.g., product development, sales, and data teams) during product launches, phase-outs, and marketing campaigns for kitchen appliances and the NutriU App?"** PA: "For marketing campaigns, my team doesn't really collaborate; that's more the domain of the traditional marketing and brand experience team. We work with the product marketing team.... The product marketing team is always going to focus on getting things to sell, and we are going to focus on making them valuable, making the partnership valuable. So exacting value, that's kind of how we do it... That's how we collaborate. **PQ: "So, the main goal is not to put as much product on the app but quality content, right?"** PA:" Yes, like with liquid health (Blenders, Juicers etc.), we aim to roll it out globally. It adds value even if you downloaded the app for an air fryer but find blender recipes." **PQ: "It's not important if people have a blender from a competitive brand?"** PA: "It doesn't matter. We aim to serve people in our ecosystem, regardless of the brand they own. There's more value in understanding your lifestyle than knowing you own a specific product." **PQ: "So, is it a more genuine approach?"** PA: "Yes, a person-first approach. We need to think like consumers, focusing on their needs rather than pushing products. A more person-first approach, not appliance-first. Instead of asking what appliance we have, we should consider what's in the fridge or what kind of day it is. We need to return to thinking the way consumers do.

They don't think in terms of specific items like bread or potatoes. Rather, they think, "I want something sweet," or "I want something salty," or "I need something quick," or "I want something warm." We need to align our approach with these consumer-centric categories."

Like that, the correlation between "relevant content" and "consumer attachment" highlights the significance of relevant content in fostering client loyalty. The underlying principle highlighted in this statement is that consumers are inclined to develop brand loyalty when they come across advertising, user manuals, or interactive content that caters to their specific requirements or interests of the consumer.

Lastly, there is a correlation between feedback and user frequency. Regular feedback from frequent users is crucial for ongoing modifications, as incorporating their feedback might potentially enhance user frequency and retention. The focal point lies in prioritizing the act of actively listening to the main consumers in order to enhance the overall experiences associated with a certain product or service. Airfryer product manager, Basak G., explains it in the following question **QB: "Have any significant changes been made to your products based on user feedback from the app?"** AB:" I think I have the best example for this one. The air fryer is a versatile product that can do more than just frying; it can grill and roast as well. We noticed in some key markets that people were using it for fermentation, like making yogurt. Some competitors were already advertising this function. Based on user feedback from NutriU App asking for new recipes and seeing what the competition was doing, we decided to update our hardware and software to include a fermentation function. This was easily done through over-the-air updates because it's a connected product. In the future, we plan to continue updating the product in similar ways to extend its lifecycle."

- Sentiment Analysis

A sentiment analysis was conducted to discern the overall sentiment expressed by participants, employing a mix of sentiment categories including neutral, positive, and negative emotions. "Challenges, Company Cultures and Recommendations for improvement themes are examined. Given that these themes encompass the interviewee's emotions, it is beneficial to delve further into this aspect. This aimed to delve into participants' sentiments that shed light on how the company's strategy, culture, and functions are influenced by or influence digital marketing

strategies. Despite the fact that there were some negative sentiments, large number of the responses fell within the neutral or positive sentiment categories, and all respondents implied they enjoyed the culture of the organization. Content manager for NutriU App, Elena S., explains it in the following question **QE: "What do you enjoy most about your current role and working with this team and Philips DA?"** AE: "I am happy with my role and team. What I enjoy the most is the international aspect of our work and the constant learning opportunities it provides. I also appreciate being behind the scenes of the app, especially when it comes to receiving direct user feedback. It gives me insights into what needs improvement."

**AE: "That sounds fulfilling. Are there any challenges you face?"** AE: "Well, like any company, there are areas for improvement. Communication is one such area, especially since we're all working remotely. However, the flexibility that remote work provides is also a positive aspect for me." Airfryer product manager, Basak G., explains the challenges in the following question **QB: "Do you think your products are promoted well in the digital marketing sense, in digital marketing channels?"** AB: "No, I believe Philips DA is still using a rather old-fashioned approach to marketing. We're mainly focused on offline channels and have a limited presence online. There are many untapped channels, like TikTok, where we could be more innovative. Currently, we rely heavily on the features and hardware capabilities of our products. While that's important, it's not the whole story. Even a less-than-perfect product can sell well if marketed creatively. I think there's a lot of potential for us to improve in this area." Moreover, ASO strategist of NutriU App Fabio C., explains the challenges in the following question **QF: "What challenges have you encountered in the process of optimizing the NutriU App?"** AF: "Coordination was one of them for sure. Also, getting the local markets involved without overwhelming them was another. Switching tools was a disaster. You know, when you become a smaller organization, you can't afford certain things anymore. So, the switch between App Annie and Operator (different tools for ASO) was challenging. And then, several people left throughout the years. So, at some point, it was just myself and the team lead doing everything ourselves, and it became unbearable. Moreover, Digital marketing team lead for NutriU App, Preeti K., explains the challenges in the question " **PQ: "What have been the most significant challenges you've faced while developing and executing digital marketing strategies for the NutriU app?"** PA: "I think this is a good question. The most significant challenge is where to focus the markets. This is a scale-up that comes from a massive company. People who have worked here have this

sense of having billions behind them, but we no longer have the billions. A big shift in thinking is required, and everyone needs to adopt a growth hacking mindset. What can I do with what I have today? That's the first big challenge. The second big challenge is roles and responsibilities. I am here to set the global roadmap; markets are here to execute against that roadmap. They do not need to develop their own roadmaps. A lot of the challenges come from being an organization that is redefining itself." **PQ: "So, it's an ongoing challenge?"** PA: " Yes, it impacts everything. It impacts what kind of marketing are we doing? How much marketing are we doing? What is the priority? If I speak to someone who's in charge of air fryers in Asia for digital marketing, they'll do everything that I tell them to activate. They'll run PR events and maximize exposure. The whole kitchen business needs to be new to you, even the core products."

- Recommendation Analyses

Finally, the recommendations analysed made by respondents for enhancing Philips DA's digital marketing strategies. To determine this finding, a comprehensive examination of the main theme and its sub themes is analysed. "Most participants suggested focusing on personalized customer journeys, integrating social media marketing, conducting awareness campaigns, and developing a unified strategy within the company to enhance Philips DA's digital marketing efforts. Most common theme was utilizing social media channels. Social media theme analysed previously, however, content manager for NutriU App, Elena S., explains it in the following question **QE: "In your opinion, what improvements or changes can be made in the content strategy to enhance promotion? What recommendations would you give to improve?"** AE: "One major improvement would be the ability to target users more effectively. Right now, we can only send push notifications to all users or just one category of users, which is limited. We should be able to target multiple categories at once. Another issue is that users see content that may not be relevant to their specific appliances, which can create confusion. In terms of content strategy, we've started to standardize our content series to make it more familiar to users. However, I think we could do it more graphically, perhaps through icons or other visual cues, to help users filter content more effectively. Additionally, I think NutriU App could benefit from a brand motto or slogan, something that every brand has to create a sense of identity." Moreover, NutriU App community manager, Ecem A., explains the following question: **QE: "In your opinion, what improvements or changes can be made in the content and community management to**

**enhance the promotion of the NutriU app?”** AE: "I believe there are several areas where we can improve. First, we should add more search and filter features within the app to make it easier for users to find what they're looking for. Second, we need to focus on more personalized customer journeys to increase engagement. Lastly, a feature that allows users to search for other people within the app would be a valuable addition for community building and engagement.”

Furthermore, Airfryer product manager, Basak G., explains it in the following question **QB: “In your opinion, what improvements or changes can be made in your department to enhance the visibility of your kitchen product category and its integration with the NutriU App?”**

AB: “I believe there needs to be a joint strategy between hardware and software. Currently, the focus is primarily on hardware, with software taking a backseat. However, hardware has its limitations and is costly to update. On the other hand, software, especially when connected, allows for ongoing updates and feature introductions. This can extend the lifecycle of the product and offer additional value to the consumer. I think the key opportunity lies in shifting the strategy to equally prioritize both hardware and software. This would ideally come from a top-down approach and involve creating teams that can integrate these two aspects seamlessly.”

## 9.2. Findings Related to Philips DA's Digital Marketing Strategy

The interviews illustrate Philips DA's digital marketing campaigns' effectiveness, difficulties, and future development potentials. The participants discussed the extent to which the marketing efforts effectively fulfilled their objectives, with a significant number of individuals emphasizing the need for a more comprehensive, consumer-centric and targeted strategy. The integration of the NutriU App is a significant component inside Philips DA's digital marketing framework. The interviews indicate that the NutriU App is not solely a supporting tool but rather an integral component of their marketing efforts. The goal of this company is to establish a connection between the company's products and the end-users, helping with culinary instructions and cultivating stronger brand loyalty. The data from the interviews indicated that better alignment between the NutriU App and products helps product sales and customer retention. The factors that influenced Philips DA's digital marketing strategy demonstrated a distinct combination. An important factor to consider is the structure of the global corporate environment and its built-in constraints, which can potentially result in limited flexibility for marketing strategies. Moreover, there are dynamic elements such as customer needs and market demands. Achieving an optimal balance between these variables is clearly a complex task. Examining the connections between

sub-themes provides an understanding of the complex connections. The unpredictable nature of the company's strategies can be attributed to the complex variables, including factors such as revenue, innovation, customer loyalty and content relevance. For example, the correlation between revenue and customer loyalty reveals that Philips DA's financial performance is intricately linked to the level of customer engagement and loyalty. The organization demonstrates a proactive approach in incorporating innovative solutions, particularly through the incorporation of connected products to NutriU App, thereby emphasizing its commitment to customer-centricity. These inventions, which indicate a Consumer-Centric Approach, demonstrate the company's commitment to customizing experiences for consumers. Incorporating a fermentation function in response to feedback shows Philips DA 's adaptability and how on feedback and consumer insights important to them. The interviews emphasize the importance of Quality Before Quantity. The primary focus lies in delivering content and experiences of superior quality, rather than flooding users with an overload of content or products. This was also evident in the conversations around the NutriU App, where the main goal was not just to showcase a multitude of products but to carefully select information that truly aligned with the users' lifestyles and needs. Based on the sentiment analysis conducted and the responses provided by various stakeholders within the organization, several notable conclusions emerge regarding: Philips DA's digital marketing strategy has been solid and steady. The overall sentiment towards the company and its digital marketing plan was characterized by a primarily neutral to positive outlook. Although there are examples of negative attitudes, most participants display a positive reception towards the organizational culture. This positive attitude was contrasted with suggestions for improvements across multiple areas. There is a widespread belief that Philips DA has relied too heavily on traditional marketing methods, while ignoring the potential of digital platform development. As Başak G. notes, channels like TikTok represent untapped potential and the organization can benefit from a more comprehensive and modern approach to digital marketing. One of the notable issues identified relates to the use of tools and resources, especially in the context of switching between various ASO (App Store Optimization) technologies. Additionally, the downsizing of the organization has resulted in limited resources, thus creating challenges for those tasked with managing digital marketing efforts. Moreover, Preeti K. emphasized the difficulty of redefining the identity of the organization, emphasizing the importance of clearly defining responsibilities and strategies, especially within the leading company like Philips DA.

The importance of personalized customer journeys was emphasized by numerous respondents, including Elena S. and Ecem A. Optimizing targeting and communication strategies to effectively engage people based on their preferences and behaviours offers a visible path for improvement. It is generally accepted that there is a collective perception that content strategy can benefit from personalization, improved visual aesthetics, and relevance. Implementing improvements for the user interface for the app such as incorporating icons, content filtering option and adopting a unique brand slogan has the potential to improve user experience and increase user engagement. As Başak G. mentioned, it seems that the institution currently focuses heavily on hardware, while software is given less priority. Considering the dynamic nature of the digital environment, there is significant potential to focus on software but effectively combining both hardware and software provides a comprehensive user experience.

Philips DA has a positive reputation among its workforce and has successfully developed a strong organizational culture. But there are distinct opportunities to improve the digital marketing approach. Key recommendations for advancing organization in the digital age include leveraging emerging digital platforms, optimizing content strategy, and seamlessly combining hardware and software components.

## Conclusion

Philips DA is a well-established corporate organization that demonstrates adaptability in its marketing strategies to respond to technological advancements and dynamic customer expectations within the digital landscape. The core of this research is the incorporation of the NutriU App, which signifies a shift in the organization's digital approach to consumer engagement. During the examination and observation of Philips DA's digital marketing strategies, a set of research questions arose to examine the effectiveness, adaptability, and innovative principles inside the company's corporate culture. **"How effective are Philips DA's digital marketing strategies for domestic kitchen appliances in terms of product marketing, sales performance, customer engagement, and alignment with the NutriU app"**? This research question includes a wide-ranging phenomenon that needs to be explored. However, as stated by Kotler (2018), the effectiveness of a marketing strategy may be assessed based on the end goal of the product and the organization. Marketing is a notion that is evolving towards the production of value and a consumer-centric approach and aims to meet consumer needs by creating value. At its heart, it begins with the marketing mix, which consists of four key elements: product, price, place, and promotion.

" The marketer chooses the product features and services that will deliver value. The marketer chooses prices that will create value in exchange. The marketer chooses channels of distribution that create accessibility and convenience value. The marketer chooses messages that describe the value their offerings create. I do not know what you thought marketing was, but in my mind, marketing is intrinsically a value-creating discipline (Kotler, 2020)."

Philips DA's digital marketing strategies for domestic kitchen appliances reveal both strengths and potential areas for improvement. In the context of product marketing, NutriU App plays a crucial role as a software product and promotion of its hardware products. This app not only functions as a cooking tool but also acts as an important channel connecting the company's offerings to its users. Analysis indicates that the NutriU App has effectively promoted its products, particularly the Air fryers. With the rebranding to Versuni, its marketing strategies have adopted a more consumer-centric approach. The increased level of customer engagement serves as a testament to the company's consumer-focused strategy, which prioritizes the importance of developing personalized experiences that meet the unique demands of individuals. Integration and compatibility with the NutriU App are essential aspects of the digital marketing ecosystem and highlight the strategic importance of the app. The company values user opinions and makes

adjustments based on feedback, as evidenced by its prioritization of quality over quantity. The NutriU App is a free app that emphasizes this approach. NutriU App aims to provide solutions to enhance the cooking experience for consumers, hence generating value. Analyses indicate a potentially significant path for a successful digital marketing strategy but also highlight a lack of app digital promotions, indicating the necessity for a holistic approach to digital marketing strategies.

To summarize the answer to this research question, the marketing strategies effectively promote products such as Air fryers, Air Cookers, and other kitchen products via the NutriU App. Nevertheless, there are areas for improvement in digital marketing and promotion of the application itself, suggesting the need for enhancement in a comprehensive, omnichannel digital strategy. Philips DA's digital marketing strategies are on the right path, but they do not have a complete digital marketing strategy that maximizes interaction and alignment with the NutriU app. **“Why are there gaps or shortcomings in Philips DA's current digital marketing strategies, and what underlying factors contribute to these?”** The gaps demonstrated in Philips DA's digital marketing strategy can be categorized into internal and external factors. For internal factors, analyses show that there is a lack of investment in the digital marketing department. NutriU App's ASO or social media strategies are not done by digital marketing specialists but by local marketing managers in the marketing team. The need to adopt extensive digital efforts arose as a direct result of limited resources caused by strategic decisions to reduce the size of the company. The limited availability of resources not only impacted the extent of the projects but also amplified the workload on employees.

Furthermore, the need for a dedicated social media team presents a notable gap in the utilization of marketing channels. Despite the substantial growth and expansive prospects presented by digital platforms, Philips DA seems to be holding on to traditional marketing strategies and potentially overlooking innovative platforms like Instagram, TikTok, and others. According to Kotler (2017), social media is an effective tool for organizations to expand their reach to a broader audience, but it must be used strategically. The strategy should prioritize the building and development of consumer connections, as well as the creation of a united community. These strategies will enable firms to create value, consequently enabling customers to make buying choices. These elements collectively underscore the complex nature of the challenges that Philips DA encounters in effectively using its digital marketing capabilities.

To summarize the answer for the second research question, notable internal reasons for this gap include insufficient investment in the digital marketing department and a need for a specialized social media team. Furthermore, a strict commitment to conventional marketing strategies has overshadowed the possibility of using trending digital platforms. The limitations in resources and a cautious, conservative attitude to marketing innovations are the main factors that contribute to the deficiencies in Philips DA's digital marketing strategy.

**“How does Phillip DA's corporate culture impact the alignment or integration of digital marketing strategies with the NutriU app?”** Philips DA's corporate culture reveals a clear preference for the use of digital innovations, as exemplified by the NutriU App. In the context of corporate culture, the NutriU App appears to be considered more than just a tool, but a very important component within the framework of digital marketing. The prominence of the app shows that Philips DA values its corporate culture and actively seeks to leverage the mutually beneficial connection between its product offerings and digital platforms. However, despite the widespread cultural emphasis on digital integration, there are some differences that emerge when examining the specific implementation and alignment of these technologies. These problems arise due to internal bureaucratic procedures or different departmental objectives. This problem experienced by long-established corporate companies is also valid for Philips DA. As McDowell and Mallon (2020) noted,

"It's not hard to intuit why decision rights can have such a large impact on performance. Research shows that, in many organizations, ambiguity surrounding who is responsible for making a decision (or decisions) is a primary cause of delay in the decision-making process. Such delays cause the organization to lose valuable time across the gamut of its pursuits: developing new products, updating current products to meet changing consumer demands, entering new markets, and other vital activities" (as cited in Rogers & Blenko, 2006).

Although Philips DA is open to innovations, it cannot implement these changes quickly and cannot keep up with this rapidly developing digital age due to bureaucracy reasons. Therefore, to achieve a harmonious integration, it is necessary to address these internal differences within the culture. and adaptation should be encouraged.

To summarize the answer to the third research question, the corporate culture at Philips DA encourages digital innovation, as demonstrated by the application of the NutriU App. However, bureaucratic procedures and departmental divisions prevent quick integration and synchronization with broader digital marketing plans. Its bureaucratic character slows the

integration process, impacting the alignment with the company's digital marketing strategy.

**“Why does Philips DA's corporate culture affect the level of innovation or risk-taking in digital marketing strategies for domestic kitchen appliances?”**

The corporate culture of Philips DA is closely associated with its historical heritage and extensive global impact. This cultural context is characterized by a fundamental dedication to upholding elevated levels of reliability and quality. Innovation serves as an undeniable cornerstone, as demonstrated by the integration of consumer-centric adaptations and characteristics. Nevertheless, the dominant existence of the corporate entity cultivates a conservative mentality. Implementing these preventive measures guarantees that any emerging developments align with the brand's existing reputation and satisfy the varied expectations of its global consumer demography. Culture has a crucial role in enabling innovation and reducing excessive risks that may diverge from a brand's fundamental beliefs or compromise its established reputation in the market. Philips DA is a world-renowned global corporate company with a long history. As seen in the interviews, Philips DA is open to innovation, this can be seen from the investments in NutriU App. The interviews underlined Philips DA's proactive stance in integrating innovative ideas. The inclusion of products in the NutriU App serves as evidence of the company's commitment to technical advancement and creative applications. This innovative approach is compatible with a business culture that places high value on technology and strengthens this proposition. Philips DA's agility in adapting to changes is exemplified by the rapid adoption of features such as the fermentation function, which are a direct response to consumer feedback. The level of openness to feedback observed in the company can be linked to the adaptive nature of its corporate culture, as it actively embraces change and employs innovative marketing strategies. The foundation of Philips DA's inventions can be attributed to a strategy that prioritizes the needs and preferences of consumers. The successful implementation of this strategy requires a culture that exhibits adaptability and a willingness to respond to market demands. Philips DA's prioritization of quality over quantity represents a shift towards strategic innovation, as the company places a strong emphasis on delivering superior quality material rather than large amounts of content. This statement implies that the organization is committed to combining its plans with the most relevant and impactful aspects of the digital space. However, various arguments can be brought against it. Kane, et., (2019) states:

"Early and developing companies push digital transformation through managerial directive or by technology provision. In contrast, maturing companies tend to pull digital transformation by cultivating conditions that are ripe for transformation to occur."

The global institutional structure contains constraints that may decrease a certain level of flexibility and having difficulties adopting technologies more than emerging companies. The potential consequence of this scenario may entail the company's unwillingness to embrace modern technologies fully. According to Kane, et., (2019) research analyses, corporate companies that want to become more technologically advanced should embrace several key behaviours. The leadership structure should be less hierarchical and more distributed, promoting collaboration and cross-functionality. It should also foster experimentation and learning, be more daring and experimental with a greater tolerance for risk and be more flexible and faster to take action. The argument is that Philips DA employees imply a notable reliance on traditional marketing strategies and occasionally overlook progressive digital initiatives and underlying reason could be its corporate culture. Philip DA focuses on establishing suitable conditions for digital transformation. When the organizational settings are favourable for digital transformation, it is simpler to implement the necessary strategic and technology changes required for competition. This corporate behaviour of Philips DA effects risk taking in digital marketing initiatives.

To summarize the answer to the final research question, The corporate culture has a strong foundation in reliability and quality, fostering innovation while also adopting a cautious approach to avoid any risks that may harm the brand's image. Philips DA's risk-averse corporate culture prioritizes brand integrity and restricts its ability to fully adopt innovative digital marketing strategies.

This research highlights the need to improve digital platform engagement metrics, such as the NutriU App, from a consumer-focused perspective. Philips DA can achieve success in digital marketing by adopting the technological culture within the company, open to take risk and investing new digital platforms, optimizing content strategies, and integrating more hardware products to its software.

The internship at Philips DA was an experience that demonstrated how complex modern digital marketing is, how customers behave, and the challenges of finding new products in a

global company with many different cultures. Experience was gained in different parts of the business, such as managing digital communities, marketing strategies and managing product life cycles. These experiences in the internship helped understand the most important parts of today's ever-changing digital world. It became clear how important it is for all the team members to work together and how communication is important between stakeholders. Particularly in an ever-changing and competitive market, managing products well at different stages of their promotion requires many teams to work together. Because of the need to serve a large, global customer base in many locations, good communication, cultural sensitivity, and the ability to change have become more important. This becomes even more important when considering the combination of product interaction with the NutriU App which became an essential part of Philips DA's digital marketing strategies. The app serves a dual purpose for two reasons: it builds brand trust by helping users, and it also connects Philips DA's product range to end users in a helpful way. This showed how important digital tools are to improve user experience and strengthen connections between brands and customers. Despite this, this innovative approach is not without its problems. As can be seen from the interviews, managing international companies such as Philips DA is very difficult due to the complex ways in which customer needs, global constraints and market pressures interact. A quiet power struggle was also ongoing between traditional marketing strategies and the increasing demands offered by modern digital platforms. Internship experiences can also support analysis and findings of the interviews. However, the time at Philips DA taught a lot about the complex and diverse issues and opportunities that arise in the field of digital marketing in a global context. Points made it clear that corporate companies like Philips DA must remain flexible, put customer needs first and encourage innovative initiatives. They also need to ensure that their traditional strengths are not lost in their never-ending quest for digital excellence. As the digital world is constantly changing, companies need to ensure they manage the use of new platforms well and improve their existing strategies, always putting customers' needs and desires first.

#### 10. Recommendations for Philips DA's Digital Marketing Strategy

The constantly evolving digital environment presents many difficulties and opportunities for enterprises. Based on a thorough study of Philips DA's digital marketing strategies and their alignment with the NutriU App, empirically backed recommendations are made to boost the promotion and sales.

Holistic digital interactions are essential for Philips DA to adopt. The NutriU App connects with Philips DA products to consumers, therefore seamless interaction with other digital platforms is crucial. This involves cross-promotion on social media, data analytics to understand user behaviour, and a consistent marketing strategy across digital channels. Moreover, SEO and ASO is part of digital marketing tool utilized by Philips DA, but greater investment for those initiatives is needed. Keyword optimization and semantic SEO should be prioritized to capture complex inquiries from users. Philips DA can be utilized from technologies like Google's NLP API technology to understand home appliance search keywords' context and sentiment. It has been mentioned in this research that the organization strategically focuses on attracting customers from the younger demographic due to their understanding and willingness to adopt new products and advancements offered by the brand. Young people provide a significant customer base for the business due to their tendency to embrace new technology. However, the lack of presence of Philips DA's social media platforms is notable, considering that young individuals predominantly allocate a significant portion of their time on these platforms. Building social media platforms like TikTok has untapped potential. Diversified digital marketing strategies across multiple media can target a wider audience, especially younger consumers. Partnering with influencers, generating platform-specific content, or joining collaborations can boost user engagement and sales. Moreover, there is variation in the cultural and behavioural aspects of marketplaces. It is recommended that Philips DA consider offering localized digital content that caters to diverse demographic groups. This task might be accomplished through the utilization of either uncomplicated community-based blogs or more advanced geotargeted social media campaigns. Philips DA has traditionally prioritized hardware, but in the digital age, balancing hardware and software is becoming more critical. This involves regularly updating the NutriU App features to maintain its user-friendly interface, user-centric design, and compatibility with the latest kitchen appliances. Customizing user paths improves user experience and tailored marketing has a positive impact on user engagement. Philips DA might potentially leverage machine learning algorithms to optimize marketing strategies and analyse customer data. One potential avenue to explore is the utilization of tailored email newsletters that showcase items of interest to users based on their past browsing behaviour. This artificial intelligence can improve user engagement and customer loyalty by personalizing content and product recommendations. Content marketing goes beyond quantity to curate beautiful, high-quality content that resonates with Philips DA's

target audience. User feedback in content production and visual additions like icons for content filtering can dramatically improve user experience. A strong feedback mechanism is crucial, especially considering NutriU App regulars' input. Given the rising prevalence of smart homes, it is imperative to prioritize the optimization of content for voice search. To effectively promote Philips DA products, it is advisable to optimize content for voice search and explore potential partnerships with smart home vendors. Listening to feedback, using ai software's to uncover user needs helps uncover product enhancement and problem-solving areas and ensures marketing efforts fit users' needs. Adapting to the changing digital marketing landscape and various technologies can be difficult. For this reason, digital marketing training can be provided periodically within the company. Providing existing skills and tools can increase strategy implementation agility and aids improving company culture.

After a detailed analysis of, "How effective are Philips DA's digital marketing strategies for domestic kitchen appliances in terms of product marketing, sales performance, customer engagement, and alignment with the NutriU app"? important results can be presented. Philips DA, a major domestic appliances manufacturer, bases its strategy on brand values, vision, and missions. Its activities are based on innovation, user experience and real customer interaction in international markets. This study shows that Philips DA effectively aligns corporate and digital marketing and uses digital platforms to achieve many important goals. Firstly, the company continues to evolve its corporate identity in the digital age and ensures its brand consistency at all touch points. The company also carefully adapts its communication techniques to the cultural differences. This ensures that the message reaches the target audience effectively. This method increases brand awareness and ensures that kitchen appliances are indispensable globally. Philips DA's conscious inclusion of the NutriU App in its marketing activities is indicative of a broader vision. The focus is on completing solutions by going beyond hardware product sales. The app demonstrates its commitment to improving user experience and recognizes that modern consumers want more benefits and interconnectivity when purchasing products. Every solid plan for greatness shows room for progress. Philips DA uses many digital channels proactively and the balance and density of these platforms needs to be re-evaluated. Focusing on social media platforms target a younger, tech-savvy customer base known for their purchasing power and brand loyalty. This allows Philips DA to shape and attract new loyal customers. A concentrated and calibrated presence on a platform is important, but optimizing it is also essential. To make

Philips DA more effective in marketing efforts, it needs to increase the amount of engagement, frequency of communication, and impact of content to go beyond publication and encourage interaction.

Although Philips DA's approach is commendable, the nature of the digital landscape presents opportunities for increased engagement and impact. These digital initiatives can increase the brand's visibility and consumer perception. Domestic kitchen appliance manufacturers need to renew their products and marketing tactics to compete in a tough market and Philips DA needs to constantly evaluate its digital marketing initiatives. Iterative strategy ensures relevance and audience engagement in the ever-changing digital world. After reviewing internships and interviews, Philips DA clearly understands their product however, deeper demographic insights are still needed. By understanding the customer's journey, and customer needs can create emotionally engaging and authentic marketing campaigns. Regular analysis and adaptive adjustments are required in response to the ever-changing digital scene.

Moreover, detailed engagement research should be applied for Philips DA's digital interactions across various platforms. Analysing digital interaction patterns requires not only observing the “what,” but also investigating the “why” and “how.” Industry analysis of Philips DA compared to other home appliance companies can provide valuable data. Comparative research can reveal best practices, improvement opportunities, and new approaches adopted by competitors. Philips DA can surpass its competitors by taking advantage of these studies. Philips DA feedback systems need further investigation. Knowing how a brand collects, analyses, and incorporates consumer feedback into its strategy can reveal its ability to adapt and prioritize customer needs. This internship report demonstrates the need to combine corporate and digital marketing initiatives, especially in innovative, user experience-focused companies. With its long history and commitment to quality, Philips DA is a prime example of how well-structured marketing works. In the rapidly evolving digital age, companies must actively listen, adapt, and innovate to succeed and leave a lasting impact on customers. This research concludes that corporate philosophy and flexible digital marketing methods should be integrated, especially in businesses where innovation and user experience are very important. Philips DA's rich history and ongoing commitment to excellence demonstrates the power of well-crafted marketing

strategies. As society moves towards the digital age, businesses will succeed if they can actively listen, adapt, and innovate to leave a lasting impression on their customers.

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## Appendix I

### Philips DA Marketing Team – Interviews

Interviewee 1 - *Preeti K.- Consumer Digital Marketing Director*

**PQ1: "What do you enjoy most about your current role and working with this team and Philips DA"?**

PA1: "I enjoy the team the most and the kind of environment that Philips DA has because I've only worked at American companies. American companies can be political, but working at a company that is more Dutch in its characteristic, have more honesty and transparency in the day-to-day. I feel more empowered to set my own boundaries and do the things I really enjoy. I also think my current job and the environment are challenging because people here don't always understand what it is to build an app, what it is to maintain an app, where we're going, and how to be consumer-led. Although it can be very frustrating for me at times to have to constantly convince people to stay consumer-centric, it's also helping me understand how to access people from different backgrounds and talk to them. So, I think that's a nice but exhausting exercise for me".

**PQ2: "What is your role in Philips DA, and what are your primary responsibilities related to the NutriU app and kitchen appliances?"**

PA2: "I'm responsible for the success, growth, and future of the NutriU App, including the roadmap, target, priorities, and strategy, envisioning the app's future as an app and within the business. Will it stay just as a kitchen app, or will it be a kitchen and coffee app? Talking about the commercial strategy behind the app, do we want to put a shop in it? Do we want to make it a paid app? Overseeing the app's marketing strategies, ensuring robust ASO strategies available globally, and prioritizing within toolkits. Integration is crucial for successful ASO strategies. Obviously, it's not everything I do on my own; we work as a team, but for me, it's more of getting that leadership buy-in and prioritizing everything. And so, clearing the path for us to do the things that we want to do".

**PQ3: "Can you describe the current digital marketing strategy for the NutriU app? How has the strategy evolved since you started as the Kitchen Life Lead"?**

PA3: "My perception of this problem is that NutriU as an app was created because there was a connected air fryer that needed to connect to an app. So, at one point, the NutriU App answered a problem. And a big part of what I've been trying to do in the last year is to make the NutriU App not just a solution to a connected product, it's also an entry point for our consumers. It's also an entry point for any consumer looking for recipes, guidance, articles, education, or a community to cook with. I envision activating NutriU App as an entry point for all consumers. Maybe you don't have an air

fryer today, but you're an NutriU App user, and in three years, you need a new air fryer, and then you think of us. You may see a discount or branding that says download the NutriU App and get 20% off your first order. You downloaded the app and bought an air fryer through it. And then it's also a commercial enabler for the business. It's activating more pathways for consumers to be introduced into more of the Philips DA house of brands if you think about it globally." **PQ4:**

**"What are the primary objectives, goals, and KPIs for the marketing strategy of the NutriU App, how do you measure success?"** PA4:

"In terms of commercial enablement, we've reached a significant milestone. Our metrics focus on assessing the viability of initiatives, such as the resonance of an Easter bundle sale within the NutriU App. We monitor consumer interactions, such as click-through rates on the app and subsequent purchases. Preliminary data suggests that introducing a commercial element doesn't alienate our users, with only a minority feeling overwhelmed by sales pitches. Regarding fostering community, we've initiated pilot programs to gauge user engagement and encourage specific use cases. Given the multifaceted nature of the NutriU App – it's not solely a community platform, nor just an IoT platform, and certainly not a mainstream media outlet – our success metrics are nuanced. We operate within a niche, offering ample iterative testing and learning opportunities. Currently, our definition of success is multifaceted. For instance, if a consumer purchases a connected air fryer and subsequently downloads the NutriU App, we view that as a win in the context of our current market position in small domestic appliances. However, our long-term vision adjusts these KPIs. In a few years, if a consumer possesses a connected product, our expectation would be for them to utilize its connected features at least half the time, rather than relying solely on the hardware. It's essential to recognize that we're navigating a relatively new territory, as many consumers are unfamiliar with connected kitchen products. Our KPIs will, therefore, need to align with evolving industry standards in one dimension. In another, our focus will remain on user engagement and retention, benchmarked against the broader app ecosystem. Setting unrealistic goals, such as 100% retention, would be counterproductive. Instead, our aim is to understand and cater to the genuine human experience within the digital realm." **PQ5: "How do you ensure that your digital marketing efforts align with the overall corporate goals and values of Philips DA"?**

PA5: "That's a challenging question, especially given our current phase of redefining goals. Currently, we operate under the established goals of Philips DA, with a fresh vision of turning houses into homes. As this vision becomes more concrete, it will permeate various facets of our ecosystem,

from home life to kitchen life and marketing. For the time being, my team and I prioritize keeping our focus squarely on the consumer. We've recently shifted our strategy to center everything, from our roadmap to our positioning, around the consumer's needs and preferences. This is crucial because I perceive a strong product-centric focus in other parts of the organization. By emphasizing the consumer in our digital marketing efforts, we maintain a necessary balance. It's a transitional period. With new leadership steering the ship, we're essentially evolving into a new company. This transformation requires us to shed some of our old ways of thinking, unlearn certain practices, and then determine how we want to be perceived by our consumers. Everything might seem a bit uncertain now, but I believe we're on the right path”.

**PQ6: "How do you plan and allocate the budget for digital marketing activities related to the NutriU app and kitchen appliances?"** PA6: "This is a good question. The first thing that I look at is, I would say, you have a general sense of what needs to be done. And I think the first thing I always look at is what is a must-do. What is the thing that I cannot compromise on? This is a spending I can't jeopardize due to the high risks. While some might not see this as marketing, for me, it's production and platform costs. Next, I differentiate between short-term and long-term. As a global team, we focus on future proofing while the market teams handle execution. For instance, I'd strategize a loyalty program and consider if we need an agency. The marketing teams would then determine the media plan, seeding strategies, and product involvement. I also evaluate what was missing last year. Do I need a better agency? More local or pricier? Or more people to manage them? Our budgeting layers are non-negotiable operational costs, long-term global goals vs. short-term market objectives, including platform strategies, ASO strategies, and testing facilities like user testing.com, Evaluating our goals, and potential pilot projects, like a YouTube strategy or TikTok exploration. Lastly, there's a budget portion for what I'd term "innovation" for testing new initiatives, with the idea of passing them to the market teams later."

**PQ7: "How does your team collaborate with other departments (e.g., product development, sales, and data teams) during product launches, phase-outs, and marketing campaigns for kitchen appliances and the NutriU App?"** PA7: "For marketing campaigns, my team doesn't really collaborate; that's more the domain of the traditional marketing and brand experience team. We work with the product marketing team and R&D teams starting pre-PIs (pre-phase ins), a process introduced last summer. In pre-PI meetings, we discuss upcoming products and their USPs (Unique Selling Points) and ideate on how to drive value for both

connected and non-connected products. For example, if the product marketing team really wants pasta maker to be on the app because it would be a great thing to get it to sell off the shelves. But for pasta makers, it's not easy products to learn how to use. So, all of the content that we develop as a pasta maker should be skill-based, like to get you comfortable with the product, and not super focused on recipes. The product marketing team is always going to focus on getting things to sell, and we are going to focus on making them valuable, making the partnership valuable. So exacting value, that's kind of how we do it... That's how we collaborate. **PQ8: "So, the main goal is not to put as much product on the app but quality content, right?"** PA8: "Yes, like with liquid health (Blenders, Juicers etc.), we aim to roll it out globally. It adds value even if you downloaded the app for an air fryer but find blender recipes." **PQ9: "It's not important if people have a blender from a competitive brand?"** PA9: "It doesn't matter. We aim to serve people in our ecosystem, regardless of the brand they own. There's more value in understanding your lifestyle than knowing you own a specific product." **PQ10: "So, is it a more genuine approach?"** PA10: "Yes, a person-first approach. We need to think like consumers, focusing on their needs rather than pushing products. A more person-first approach, not appliance-first. A coworker recently shared an observation with me. He said, "When I looked at the app, it felt like walking into my kitchen, picking up a pan, and wondering, 'Now that I have a pan, what should I cook?' I realized this is how the organization approaches our 'New to You' feature. However, we need to shift our focus. Instead of asking what appliance we have, we should consider what's in the fridge or what kind of day it is. We need to return to thinking the way consumers do. They don't think in terms of specific items like bread or potatoes. Rather, they think, "I want something sweet," or "I want something salty," or "I need something quick," or "I want something warm." We need to align our approach with these consumer-centric categories." **PQ11: "How do personalization and localization affect your digital marketing strategy for the NutriU app?"** PA11: "Maybe this question is not for me because we always provide localized assets of everything, or we make sure localized assets are available where possible. But in terms of personalization, that is on the markets to make sure that they're maintaining relevance because they are the closest to the consumer. They have all of the insights." **PQ12: "What have been the most significant challenges you've faced while developing and executing digital marketing strategies for the NutriU app?"** PA12: "I think this is a good question. The most significant challenge is where to focus the markets. This is a scale-up that comes from a massive company.

People who have worked here have this sense of having billions behind them, but we no longer have the billions. A big shift in thinking is required, and everyone needs to adopt a growth hacking mindset. What can I do with what I have today? That's the first big challenge. The second big challenge is roles and responsibilities. I am here to set the global roadmap; markets are here to execute against that roadmap. They do not need to develop their own roadmaps. A lot of the challenges come from being an organization that is redefining itself." **PQ13: "So, it's an ongoing challenge?"** PA13:" Yes, it impacts everything. It impacts what kind of marketing are we doing? How much marketing are we doing? What is the priority? If I speak to someone who's in charge of air fryers in Asia for digital marketing, they'll do everything that I tell them to activate. They'll run PR events and maximize exposure. The whole kitchen business needs to be new to you, even the core products." **PQ14: "Can you share successful examples of campaigns or features that have increased user engagement within the NutriU app?"** PA14: "One big one is the personal messaging system launched with the air cooker last May. It's a handholding thing that teaches you how to get comfortable with the appliance and the app. Simple in-app messaging says, this is your first session, this is your second session. We see 30 to 35% more engagement with those messages in the app and content around it. We're scaling it to support all air fryers and include push mastering. The app inherently adds value to the device, not a reflection of what's on the device." **PQ15: "How do you gather and incorporate user feedback to improve the NutriU app's features and user experience? Have any significant changes been made to the app based on user feedback?"** PA15:" Well, when I joined the company, there was actually feedback fatigue. There were too many channels for feedback. So, the first thing we did was reduce it. We have almost a weekly check-in on the ratings and reviews on all of the app stores. The second thing we do is run a lab dialogue, which you can get three times a year. It's a very open-ended questionnaire where consumers can put in feedback. Significant changes have been initiated based on this feedback. One major issue was raised by a blind user, who found it difficult to navigate the app. This has led us to explore a larger project focused on accessibility. Another issue was the complexity of the onboarding and connectivity flows, which we are in the process of simplifying. Currently, the onboarding improvements are in process, while the accessibility project is in the exploration phase. This will require company-wide prioritization, but we aim to pilot these changes in the NutriU app as we are already compliant with existing standards." **PQ16: "In your opinion, what improvements or changes can be**

**made in the digital marketing department to enhance the promotion of the NutriU app?** PA16:" To enhance the promotion of the NutriU app, I believe the digital marketing department needs a well-defined operating model that aligns with all digital hubs. Currently, marketing efforts are fragmented and lack accountability, putting undue pressure on proposition managers who are juggling multiple responsibilities from hardware to software and local content management. By establishing an operating model, we can create clear accountability and streamline efforts. This will allow us to treat NutriU as its own proposition, separate from other connected services, thereby focusing our marketing strategies more effectively."

Interviewee 2 - *Basak G.- Product Marketing Manager for Air fryer at Philips DA Company.*

**QB1: "What do you enjoy most about your current role and working with this team and Philips?"** AB1: "I think the best part of having this job is it's a global position. So, you can work with very different backgrounds and cultures and different markets. Every market has a different kind of insight and challenges. So, you have to be more versatile, you have to think very fast and also you need to think on a global level. And I think the product management is in between. You're working with the I&D (Innovation and Development) team, but you're also working with creativity, you're working with the finance team. So, it's orchestrating different kinds of team. You also need to understand their point of view. It's a very dynamic and exciting job. Every day is a new challenge and every day that's something you need to come up with. It's not only the job itself but also the market is shifting every day. You have to be careful, you have to check everything, what's going on in the market. You need to listen to the market, but you also need to understand the technical and financial constraints you have in the company. It's a very dynamic job." **QB2: "What is your role in Philips DA as a Product Marketing Manager? What are your primary responsibilities related to managing and overseeing the kitchen product category, including its phase-ins and phase-outs in global markets?"** AB2: "My main role in Philips DA as a product marketing manager and proposition manager of Airfryers, is to identify key market gaps and understand consumer insights in each country. After identifying these gaps and needs, I develop the best proposition roadmap to fulfill them. Proposition, price, promotion, product. The promotion part is mainly the markets. Price, we are aligning with the commercial capacity; the product is our job mainly. But the promotion part is mainly with marketing and marketing because without any promotion materials, assets, or key visuals, you

cannot, cannot just tell the story of your product. So, you need to work with, very closely with, the creative team.” **QB3: “How do you collaborate with the digital marketing team, particularly for the NutriU App, to ensure that your product category is well-represented in the app's content and features?”** AB3: “One of the key differentiating points in our proposition roadmap is the NutriU App. Whenever we decide on a new product or plan a rollout in a new country, our first step is to align with the NutriU App team. This allows us to understand their roadmap and align our own strategy with the NutriU App. While we do have other technologies like rapid air or auto cook programs, recipes are crucial for unlocking many cooking functions in the device. Therefore, having the NutriU App available in a country is essential for a successful product launch there.” **QB4: “What are the primary objectives, goals, and KPIs for managing your kitchen product category?”** AB4: “This is a very broad question. The objectives and KPIs can vary depending on the product and category, but generally speaking, revenue and IGM (Integral Gross Margin) are a major goal. While we don't have specific revenue targets for individual markets, we do focus on the attachment rate for our connected products. This means we track how often consumers are pairing these products with the NutriU App. So, in essence, our primary KPIs are revenue, IGM and attachment rates for connected products.” **QB5: “How do you ensure that your product management efforts align with the overall corporate goals and values of Philips DA?”** AB5: “Our product management strategy is aligned with the company's overall goals through a top-down approach. If the management team identifies must-win battles or key strategic pillars like NutriU App, we make sure to incorporate those into our roadmap. Revenue and IGM (Gross Margin) are also key metrics that we aim to align with the corporate objectives.” **QB6: “Do you think Philips DA is good at investing in innovative products?”** AB6: “Philips DA aims to be innovative and disruptive in various product categories. However, the level of innovation varies depending on the market and the product. For instance, in the kettle category, there's limited scope for innovation, but in areas like air fryers, we are quite innovative. So, it's a mixed bag; in some categories, we might not be too innovative, while in others, we are on the right track. Overall, I'd say innovation is a key focus when we think about new products.” **QB7: “How do you plan and allocate resources for managing your kitchen product category, including product development, support, and promotion?”** AB7: “Resource allocation in our product category is closely aligned with our market strategies and annual goals. For instance, if the focus for the year is on disruptive marketing to increase brand

awareness, we allocate more resources to our "champion" products, which are the main focus of our investment. On the other hand, if the goal is to increase sales volume in specific markets, we are concentrating on our essential range as those are the primary volume drivers. Budget allocation is not static; it varies each year based on top-down decisions and what we aim to achieve that year.” **QB8: “How does your team collaborate with other departments (e.g., product development, sales, and digital marketing teams) during product launches, phase-outs, and promotional campaigns for your kitchen product category?”** AB9: “Our role is essentially to orchestrate the efforts of various teams, providing a commercial perspective on phase-ins and phase-outs. We work closely with the R&D (Research and development) and supply teams to decide on the most efficient timelines for introducing or discontinuing products. With marketing teams, we focus on identifying the key communication points that can best explain our propositions.” **QB9: “Do you think your products are promoted well in the digital marketing sense, in digital marketing channels?”** AB9: “No, I believe Philips DA is still using a rather old-fashioned approach to marketing. We're mainly focused on offline channels and have a limited presence online. There are many untapped channels, like TikTok, where we could be more innovative. Currently, we rely heavily on the features and hardware capabilities of our products. While that's important, it's not the whole story. Even a less-than-perfect product can sell well if marketed creatively. I think there's a lot of potential for us to improve in this area.” **QB10: “What factors do you consider when deciding which kitchen products to prioritize or phase out within your product category?”** AB10: “The decision to prioritize or phase out a product is largely influenced by the KPIs we have, whether it's revenue or IgM (Gross Margin). For instance, in some markets, we may have a relatively low IgM but focus more on volume driven KPIs to be the number one in the market. So, the factors can vary depending on the specific goals and conditions of each country.” **QB11: “How do localization and market-specific requirements affect your product management strategy for the kitchen product category?”** AB11: “Localization and market-specific requirements have a substantial impact on our product management strategy, particularly for the kitchen product category. We start with a global portfolio that is designed to meet the broad needs of our key markets. However, we recognize that each market has its own unique requirements and challenges that may not be fully addressed by our global offerings. For instance, in Indonesia, there's a specific focus on low-voltage kitchen appliances due to the country's unique electrical infrastructure. To

cater to this, we've developed a specialized "local for local" portfolio that is tailored to meet these specific needs. This allows us to be more competitive in the Indonesian market by offering products that are not just generic but are actually designed with the local consumer in mind. Similarly, in Turkey, we face challenges related to high taxation on imported goods. To circumvent this, we've shifted our manufacturing to local facilities in Turkey. This not only allows us to offer more cost-effective products but also improves our IgM (Gross Margin) in that market. So, in essence, while our global portfolio serves as a foundational base, we are flexible and agile enough to adapt it as needed to meet local market conditions. This approach allows us to maximize our market penetration while also being responsive to the unique needs and challenges of each market we operate in.” **QB12: “What have been the most significant challenges you've faced while managing your kitchen product category?”** AB12: “One of the most significant challenges we've faced is the resource constraint, particularly in the air fryer category, which is the largest within our kitchen product range. Despite the global trend and especially high demand in markets like Turkey, we've been operating with a very lean team—just two people to manage the entire category across multiple markets. When I say, "low resources," I'm referring to multiple aspects: financial investment, manpower, and overall focus from top management. The lack of resources has made it challenging to fully capitalize on the market opportunities and meet the diverse needs of different markets effectively. However, there's a silver lining. Recently, there has been a shift in top-down strategy, and the company is now planning to invest more in the air fryer category. This means we're likely to see an expansion in team size and resources allocated to this category, which should help us overcome the challenges we've been facing.” **QB13: “Can you share any examples where the inclusion of your kitchen products in the NutriU App has led to increased sales or user engagement?”** AB14: “We have this connected product (XL). With connected products, the engagement is higher because it's super easy to use. You don't need to think about the time and temperature; it gives you all the guidance. So, it also increases the engagement and the penetration of using the air fryer.” **QB14: “How do you measure the success of your product on the NutriU App?”** AB14: “We have a dashboard created for the connected products. We can see which presets they're using, how many cooking sessions they did, and what time of the day they're using their connected device and NutriU App. It's about attachments rate and of course the frequency of the usage. If they use more the air fryer, it's better for us to understand their needs.” **QB15: “But sometimes they open**

**the air fryer and then they don't continue using the app. Right?"** AB15: "Sometimes they use the hardware, yes. But for us, the measure of success is mainly the attachment rate and the frequency of usage." **QB16: "Do you think any other initiatives could connect them back to the user?"** AB16: "I think it's related to the awareness of NutriU App. We need to increase the awareness of NutriU App and the benefits of having NutriU App and a connected device. This can only be done via communication. I think we are not telling them in a correct way, so they don't know how beneficial a connected device and the NutriU App having is. It's like an iPhone story. We didn't know we needed this touch screen. We used to have these buttons on the phone, but now people are using only the touch screen because we didn't know it was necessary. Yeah, it's the same case for the connected device. I think we are not correctly telling them. So, they don't know how having a connected device and the NutriU App is beneficial. But there are many recipe apps; why should they go for NutriU App? There should be a campaign or awareness about this." **QB17: "Have any significant changes been made to your products based on user feedback from the app?"** AB17:" I think I have the best example for this one. The air fryer is a versatile product that can do more than just frying; it can grill and roast as well. We noticed in some key markets that people were using it for fermentation, like making yogurt. Some competitors were already advertising this function. Based on user feedback from NutriU App asking for new recipes and seeing what the competition was doing, we decided to update our hardware and software to include a fermentation function. This was easily done through over-the-air updates because it's a connected product. In the future, we plan to continue updating the product in similar ways to extend its lifecycle." **QB18: "In your opinion, what improvements or changes can be made in your department to enhance the visibility of your kitchen product category and its integration with the NutriU App?"** AB18: "I believe there needs to be a joint strategy between hardware and software. Currently, the focus is primarily on hardware, with software taking a backseat. However, hardware has its limitations and is costly to update. On the other hand, software, especially when connected, allows for ongoing updates and feature introductions. This can extend the lifecycle of the product and offer additional value to the consumer. I think the key opportunity lies in shifting the strategy to equally prioritize both hardware and software. This would ideally come from a top-down approach and involve creating teams that can integrate these two aspects seamlessly."

Interviewee 3 - *Ecem A. - Content and Community Lead for NutriU app at Philips DA.*

**QA1: “What do you enjoy most about your current role and working with this team and Philips DA?”** AE1: “The thing I love and find most challenging is the mindset here.

Sometimes it can be a challenge because it requires a lot of effort to make things happen.

However, this also provides a lot of flexibility. Nothing is set in stone yet, so everything is new, and everyone is open to new ideas. This allows for significant changes to be made within the company's setup. I really appreciate that level of flexibility.”

**QA2: “What is your role in Philips DA, and what are your primary responsibilities related to the NutriU app and kitchen appliances?”** AE2: “My role is as the Content and Community Lead. My primary responsibility

is the global content and community strategy for the app. Essentially, I'm responsible for user engagement, specifically focusing on active users of the NutriU app. That's the most straightforward KPI you could think of. So, anything that contributes to making NutriU app users more active falls under my responsibility.”

**QA3: “Can you describe the current digital marketing strategy for NutriU app? How has the strategy evolved since you started Can you share successful initiatives and strategy for the app? How did you measure it?”** AE3:

“Certainly. Although the NutriU app has been around for more than five years, the strategy wasn't always clear, especially given the frequent changes in team members. When I joined about a year ago, the focus was primarily on growth, specifically on acquiring new users as new products and countries were being launched. However, I see my role as shifting the focus more towards retention and engagement. That's the flexibility we have this year. So now, instead of just focusing on acquisition, we're also looking at how to keep users engaged and retained. These two aspects are interconnected and will eventually lead us to the next steps, such as monetization or loyalty programs. We're still working on general improvements and feature development for the app, but our main goal for this year is to increase user engagement.”

**QA4: “Is retention more of a priority than activation?”** AE4: “Yes, at this stage, engagement is more important to me than

just acquisition. It's not just about growing the user base; it's also about providing a service that keeps users coming back. If we don't give them a reason to stay, they won't return, even if they've downloaded the app.”

**QA5: “How do you ensure that your digital marketing efforts align with the overall corporate goals and values of Philips DA?”** AE5: “Since I joined the team,

**NutriU app** has been a central focus for the company's growth and development strategy. This aligns well with my own priorities. The shift towards being more consumer-centric is another

area where my goals and the company's goals intersect. Additionally, the company is moving towards a more digital mindset, which is an area where I feel I can contribute by educating my peers and colleagues who may need more knowledge in this area. So, I feel quite comfortable in this role, guiding others in the right direction within the company.” **QA6: “Being more digital aligns with Philips DA goals?”** AE6: “Yes, being digital and customer-centric were two key points highlighted during the company's recent reorganization. There's also talk of rebranding, although that's not set in stone yet. The quality of our products isn't changing, but the company is looking to redefine its brand positioning. This puts the marketing team, including myself, at the center of decision-making. We need to ensure that whatever we do aligns with this new branding direction.” **QA7: “How do you plan and allocate the budget for digital marketing activities related to the NutriU app and kitchen appliances?”** AE7: “Budget allocation is divided between the global level and the market level. At the global level, we allocate budgets for things that need to be activated across all markets, such as global content creation. App Store Optimization (ASO) initiatives generally come from the global budget as well. Market-specific initiatives are budgeted locally, but markets generally prefer to use the global budget rather than their own. We just need to ensure that the markets allocate the right amount of money so that we don't face any setbacks in activating any specific campaigns. Our budgets are planned yearly and divided by quarters”. **QA8: “Do markets generally prefer not to use their own budget and instead want to use the global budget?”** AE8: “Yes, markets generally prefer to use the global budget rather than their own. However, they are responsible for covering their own translation costs. We do allocate additional global budgets for them, but there are always some gaps that come up during launches.” **QA9: “So, only translation costs are covered by the markets?”** AE9: “Yes, translation costs are covered by the markets, but we provide a global budget for other marketing activities, including the creation of the content.” **QA10: “How does your team collaborate with other departments (e.g., product development, sales, and data teams) during product launches, phase-outs, and marketing campaigns for kitchen appliances and the NutriU app?”** AE10: “We have regular check-ins and a clear way of working to ensure everyone knows their responsibilities. We also have quarterly reviews with the data and product marketing teams where we go over reports and updates. We make it a point to keep each other constantly updated.” **QA11: “How do personalization and localization affect your content strategy for the NutriU app?”** AE11: “Localization has a significant impact, especially from an

operational standpoint. We have a global agency that handles translations, but we also work closely with local teams to ensure the content is relevant to each market. With 40 different languages to consider, it's a complex process.” **QA12: “Do the content has to align with each country's relevance?”** AE12: “Yes, absolutely. While localization involves operational aspects like translations, it also includes tailoring the storytelling and content to be relevant in each market. Personalization is another aspect we're looking to develop. Right now, we're not doing much in terms of personalization, but it's in our roadmap for the future.” **QA13: “You're planning to focus more on personalization?”** AE13: “Yes, we want to focus more on understanding our consumers and creating more user segments. The goal is to offer a more personalized journey, which is what users expect from digital apps these days.” **QA14: “What have been the most significant challenges you've faced while developing and executing content and community management strategies for the NutriU app?”** AE14: “One of the biggest challenges has been technical limitations, particularly with our content management system. It's a rigid platform with limited flexibility for experimentation and testing. Any change we want to make requires significant backend development, which slows down our ability to adapt and try new things. We're currently working on making the system more flexible so that we can more easily update and experiment with different content elements.” **QA15: “Can you share successful examples of campaigns or features that have increased user engagement within the NutriU app community?”** AE15: “The Personal Message System (PMS), connectivity and push notifications features have been particularly effective in increasing user engagement. These are more features rather than campaigns. On a global level, we don't run many campaigns unfortunately, but when individual markets conduct their own influencer campaigns, we see a boost in engagement. For example, an influencer campaign in Turkey with Refika significantly increased engagement.” **QA16:” How do you measure and track user engagement within the NutriU app? What metrics do you use to assess the effectiveness of your engagement strategies?”** AE16: “We use a variety of KPIs to measure and track user engagement. These include the open rates for push notifications, user journey within the app, and the duration of time the user stays in the app. We also look at cooking completion rates, particularly if the person used the connected product from the start to the end of the cooking session. Other metrics include downloads, acquisition, overall engagement, and retention. These metrics help us assess the effectiveness of our engagement strategies.” **QA17: “How do you gather and incorporate user**

**feedback to improve the NutriU app features and user experience? Have any significant changes been made to the app based on user feedback?”** AE17: “We actively monitor reviews and take them into consideration when preparing our roadmaps. We also conduct surveys and pay close attention to ratings and reviews on the App Store. We have a system in place to check general reviews. For example, the recipe search function within the app is one of the most frequently used features. Based on user feedback, we've made the search function more user-friendly. So yes, significant changes have been made to the app based on user feedback.” **QA18: “In your opinion, what improvements or changes can be made in the content and community management to enhance the promotion of the NutriU app?”** AE18: “I believe there are several areas where we can improve. First, we should add more search and filter features within the app to make it easier for users to find what they're looking for. Second, we need to focus on more personalized customer journeys to increase engagement. Lastly, a feature that allows users to search for other people within the app would be a valuable addition for community building and engagement.”

Interviewee 4 - *Elena S.* - *Content Marketing Manager for NutriU App at Philips DA.*

**QA1: “What do you enjoy most about your current role and working with this team and Philips DA?”** AE1: “I am happy with my role and team. What I enjoy the most is the international aspect of our work and the constant learning opportunities it provides. I also appreciate being behind the scenes of the app, especially when it comes to receiving direct user feedback. It gives me insights into what needs improvement.” **QA2: “That sounds fulfilling. Are there any challenges you face?”** AE2: “Well, like any company, there are areas for improvement. Communication is one such area, especially since we're all working remotely. However, the flexibility that remote work provides is also a positive aspect for me.” **QA3: “Do you also get to be creative in your role?”** AE3: “Yes, I do get to be creative, particularly when planning for the content. However, the challenge is that many creative ideas are not always feasible due to system limitations. This can be frustrating and sometimes leads to a mindset where you start expecting a 'no' to your ideas.” **QA4: “What is your role in Philips DA as a Content Manager, and what are your primary responsibilities related to the content, recipes, and articles within the NutriU App?”** AE4: “My role can be summarized in several key areas. First, there's ongoing content management, which involves ensuring a steady flow of

new topics, trends, and seasonal recipes. We also focus on important nutritional aspects and are currently emphasizing plant-based options. Second, I serve as a reference point for markets that are new to the system. This involves onboarding and regular meetings to keep them informed about available content. Lastly, I'm involved in the behind-the-scenes work on our content management system. This system needs continuous improvement and updates, especially when new devices are launched. We make sure that the system is ready to support these new additions.”

**QA5: “How do you ensure that the content and recipes within the NutriU App are relevant and engaging for users while also promoting Philips DA kitchen products effectively?”** AE5: “Data is crucial for understanding what content is most relevant and sought-after. We also pay attention to trends and monitor which recipes receive the most likes and views. This helps us understand what users find interesting. To highlight the benefits of our devices, we offer guide content that includes tips and how-to articles, which help build customer loyalty to the brand.”

**QA6: “Are you creating content for every product equally? For example, do air fryer recipes have more content than those for blenders?”** AE6: “No, the content is not equal across all products. We allocate resources based on our customer database. Currently, around 85-90% of our users are air fryer customers, so we direct more of our budget towards content for that category. However, we do ensure that there is ongoing content for other categories as well, especially since they are newer and were launched just last year.”

**QA7: “How do you collaborate with the product marketing team, particularly for kitchen product categories, to ensure the alignment of content and recipes with the app's features and the products themselves?”** AE7: “We work closely with the marketing team to align our content strategy with the app's features and the products. We also collaborate with app developers to resolve any issues that arise.”

**QA8: “And what about the product research center (PRC)?”** AE8: “Yes, we're in touch with the PRC as well. They focus on developing the best appliances based on user needs and technology. We collaborate with them to understand the product characteristics so that we can plan our content accordingly.”

**QA9: “What are the primary objectives, goals, and KPIs for the content strategy of the NutriU App.”** AE9: “The primary KPIs for our content strategy are user engagement and monthly active users. Our main goal is to attract new users while retaining existing ones. Another important aspect is the quality of the content, which needs to meet the brand's standards. Although we don't directly focus on generating downloads, I believe there's an opportunity to do more in that area. For instance, using our content for off-platform

initiatives could help us generate more downloads and keep users engaged in the app. So, in summary, our key metrics are monthly active users, downloads (though indirectly), and the quality of the content.” **QA10: “Do you think the app should have paid features, like monthly subscriptions?”**

AE10: “Our users are already accustomed to free content, especially since they've invested in purchasing our devices and additional accessories. Free content helps build brand trust. However, I do see the potential for paid features, not necessarily for recipes, but for added services like shopping lists or weekly meal plans. These could be one-time payments or monthly subscriptions, depending on the service offered.” **QA11: “Would a monthly subscription model be more sustainable?”**

AE11: “It depends on the service being offered. A one-time payment might be more appealing to some users, while a monthly subscription could provide ongoing revenue.” **QA12: “How does the team plan and allocate the budget for content creation activities related to the NutriU App?”**

AE12: “We have a yearly content budget that is set in advance. Based on this, we have created a plan to allocate the budget for various needs. We review the status of the content budget at least every quarter, although sometimes more frequently. For example, we assess our content calendar production to see how much we've spent and how much budget remains for the next three months. This helps us ensure that we have enough resources to accomplish everything we need to.” **QA13: “How do localization and market-specific requirements affect your content strategy? What methods and tools do you use to adapt your content strategies to different countries and regions?”**

AE13: “We do check trends in various countries and also request direct feedback from the markets to understand what recipes they need. This is particularly important for our key markets. However, it's crucial to ensure that our recipe content is globally accepted. For example, certain fruits that are popular in one region may not be known in another. So, we always have to consider whether users even have access to those ingredients in their countries. This is why we tend to standardize our content, unless we're running specific campaigns that target a particular market.”

**QA14: “What have been the most significant challenges you have faced while executing your content strategy? How did you overcome them, or are you still facing them?”** AE14: “The most significant challenges I've faced are technical limitations. We have ideas that we can't implement because the app system doesn't allow for certain functionalities, like targeting or clustering. The app is quite static, and I find that limiting. Another challenge is the slow decision-making process within our large corporate structure. It takes a long time to reach a conclusion

and solve issues.” **QA15: “So, it's mainly because it's a corporate company and you have to consult with many people, which delays the problem-solving process?”** AE15: “Yes, exactly. The time it takes to consult with various stakeholders often means that a lot of time has already passed before we can solve the problems.” **QA16: “Can you share any examples where the inclusion of Phillips DA kitchen products in the NutriU App content, such as recipes and articles, has led to increased user engagement or sales?”** AE16: “Certainly. We've had success with campaigns like "Ask the Expert," where we encourage users to comment on topics that interest them. We've noticed that this approach gets quick user engagement. Additionally, we've run seasonal promotions like Easter and Christmas campaigns that have also been effective in driving engagement and sales within the app.” **QA17: “Have any significant changes been made to the app's content based on user feedback? How do you gather and incorporate user feedback on your content?”** AE17: “Absolutely, we've made several changes based on user feedback. One notable example is the new login process that we're rolling out to all countries next week. Users had complained about the complexity of the registration process, so we've simplified it. Now, they just need a code instead of a password. Another change is in the content selection. We've moved the section where users can add their devices or appliances to a more accessible location within the app menu. It used to be hidden in the profile section. There have been many other changes as well.” **QA18: “In your opinion, what improvements or changes can be made in the content strategy to enhance promotion? What recommendations would you give to improve?”** AE18: “One major improvement would be the ability to target users more effectively. Right now, we can only send push notifications to all users or just one category of users, which is limited. We should be able to target multiple categories at once. Another issue is that users see content that may not be relevant to their specific appliances, which can create confusion. In terms of content strategy, we've started to standardize our content series to make it more familiar to users. However, I think we could do it more graphically, perhaps through icons or other visual cues, to help users filter content more effectively. Additionally, I think NutriU App could benefit from a brand motto or slogan, something that every brand has to create a sense of identity.”

Interviewee 5 – *Fabio C. - ASO Strategist for NutriU App at Philips DA.*

**QA1: “What do you enjoy most about your current role and working with this team and Philips DA?”** AF1: “I think it's, it's a much more dynamic organization than it used to be.

There is a lot going on, there are a lot of people working on a lot of different things, and I think we have the opportunity to be much faster and much more, let's say, multitasking... That excites me.” **QA2: “How do you collaborate with the digital marketing team and NutriU App team to ensure that your ASO strategies align with their overall marketing efforts and app development?”**

AF2: “There wasn't really much coordination needed. Collaboration with the digital marketing team and the NutriU app team for ASO strategies is actually quite straightforward. Once I have key information like which countries are launching, the active categories in each country, and the media strategies, I can operate fairly independently. There's no need for daily check-ins across all markets. Knowing the rollout strategy, product strategy, and media strategy for activation gives me the visibility I need to align my ASO efforts with the broader marketing and app development goals. So, in essence, once these foundational elements are clear, I believe one can work quite autonomously.” **QA3: “What are the primary objectives, goals, and KPIs for the marketing strategy of the NutriU App, how do you measure success?”**

AF3: “The primary objective for our ASO (App Store Optimization) strategy is acquisition, widening the user base. While downloads are the primary KPI, it's not the only metric we focus on. We look at a variety of factors that contribute to acquisition. Relevancy of Keywords, how relevant are the keywords we're targeting? Are they what our potential users are actually searching for? Keyword Ranking, how do we rank these keywords? The higher the ranking, the more visibility, and thus, more downloads. Organic Fit, how organically do these keywords fit within the app's content? They need to be a natural fit so as not to appear forced or irrelevant. Uniqueness, while being relevant, the keywords also need to be unique to stand out in a crowded marketplace. Local Relevance, while having a global strategy is important, it's equally crucial to tailor it to be locally relevant. For example, in a specific market, adding the term 'blenders' to our global assets had a significant impact on acquisition. So, the primary KPI is acquisition, but we measure several underlying metrics to ensure we're on track to meet this primary objective. Each branch of our ASO strategy plays a role in achieving our acquisition goals.” **QA4: “How do you plan and allocate the budget for digital marketing activities related to the NutriU App and kitchen appliances?”**

AF4: “Well, we had a top-down budget. So, with that in mind, we knew how much money we potentially had. We also knew that we wanted to get to this many countries by the end of 2023. We then worked with the agency to close the gap between how much money we had and what we wanted to achieve. You know,

when you work with an agency, there's something called SOW, Share of Work. You can tweak the SOW to maximize working dollars.” **QA5: “What methods and tools do you use for research, analysis, and implementation of ASO strategies? Like, for example, keyword research?”** AF5: “Initially, we were lucky to have App Annie, which was really good. But then, around Q4 2022, we had to switch to Operator, which is more minimal and streamlined. So, we had to do more manual work from Excel and maybe a little bit of desk research online, especially on the localization of certain assets.” **QA6: “You work with the local markets to ensure the localization of the keywords, right?”** AF6: “No, this is what's interesting. Local markets did not have an ASO budget. So, we managed it all globally. We did the research, localized it, and tested it all by ourselves. That's why I'm saying coordination wasn't much needed.” **QA7: “What challenges have you encountered in the process of optimizing the NutriU App?”** AF7: “Coordination was one of them for sure. Also, getting the local markets involved without overwhelming them was another. Switching tools was a disaster. You know, when you become a smaller organization, you can't afford certain things anymore. So, the switch between App Annie and Operator was challenging. And then, several people left throughout the years. So, at some point, it was just myself and the team lead doing everything ourselves, and it became unbearable.” **QA8: “Can you share any examples where your ASO efforts have led to significant improvements in the NutriU App’s visibility, downloads, or overall user experience?”** AF8: “Australia is a great example. You could see significantly more downloads. The liquid health positioning drove additional downloads without any cannibalization versus the healthy cooking position. What this means is that those two positionings can coexist completely with one another.” **QA9: “Did you improve any strategies, change anything according to user feedback?”** AF9: “Yes, in the sense that this is what ASO is about, right? It's a test-and-learn exercise. So, every performance marketing strategy is a test-and-learn exercise. We had scrum meetings every month and QBRS every three months. Depending on the performance, then you would tweak and readjust your strategy”. **QA10: “In your opinion, what improvements or changes can be made in the ASO strategies to enhance the promotion and visibility of the app? What recommendations would you give?”** AF10: “Considering that we went from zero to a full strategy in one year, I think the team has done a really good job. To me, it's a bit on the integration side. How do you partner effectively with the local market and integrate flawlessly into the overall media strategy? And then, how do you ensure traction? Because it's an ongoing

exercise. You need to balance between exploitation and exploration when you have very limited resources.”

*Interviewee 6 - Lisa S.- Product Marketing Manager for Kitchen Machine and Breakfast Category at Philips DA.*

**QA1: “What do you enjoy most about your current role and working with this team and Philips DA?”** AL1: “I think it's exciting to work on a global level. The work we do impacts people all over the world. I particularly love working with the kitchen products because food is amazing to work with since I am an Italian. We have a great team, so it's a pleasure coming to the office.” **QA2: “What is your role in Philips DA as a Product Marketing Manager, and what are your primary responsibilities?”** AL2: “My role has two main responsibilities. First, I manage Kitchen Machine and Breakfast Category products currently on the market, tracking sales and ensuring they meet margin goals. I also handle lifecycle management, like launching products in new countries or phasing them out. Second, I plan the product roadmap for the next two to three years, collaborating with R&D, engineers, and project teams to bring innovations to life.” **QA3: “How do you collaborate with the digital marketing team, particularly for the NutriU App, to ensure that your product category is well-represented in the app's content and features?”** AL3: “We need to clearly define the role of the NutriU App in the consumer journey. It could serve either post-purchase or pre-purchase roles. Once that's defined, we align with the NutriU App team to ensure their development roadmap meets our needs, or if we have specific needs, to make sure they can accommodate them. Products can be either connected, requiring a Wi-Fi module, or non-connected but still supported by NutriU App for recipes and guidance.” **QA4: “What are the primary objectives, goals, and KPIs for managing your kitchen product category?”** AL4: “So of course, we do have a long-term view of the global business, but primarily we have to deliver sales, we have to deliver margin, and we have to deliver innovation. If you look at our actual goals for 2023, it's sales margin and innovation.” **QA5: “How do you ensure that your product management efforts align with the overall corporate goals and values of Philips DA?”** AL5: “The strategy is set top-down. A team at the DA level defines our sales and margin goals. This then trickles down to different departments like kitchen and floor care. Within those, it further narrows down to champion categories like air fryers and core categories like ours (Kitchen Machine). We align our efforts within these

categories to contribute to the overall corporate goals.” **QA6: “How does your team collaborate with other departments (e.g., sales and marketing teams) during product launches, phase-outs, and promotional campaigns for your kitchen product category? How do you ensure effective communication and collaboration within your team when managing your product category?”** AL6: “We maintain regular meetings with all relevant departments. For instance, as we approach a product launch, the frequency of these catchups increases. We also have a dedicated meeting for lifecycle management with the project leader for the category to track phase-ins and phase-outs. Additionally, we have market meetings at varying intervals—monthly, bimonthly, or quarterly—to stay updated on market activities and campaign performance.” **QA7: “Is your team responsible for researching customer needs?”** AL7: “No, we have a Marketing Intelligence team that handles that. I approach them with a hypothesis that I want to test, and they recommend the best methodology for the research. They then work with an agency to conduct the study and present the findings back to us.” **QA8: “What factors do you consider when deciding which kitchen products to prioritize or phase out within your product category?”** AL8: “Our starting point is always the market needs, as markets are closest to both consumers and retailers. Their feedback is crucial in shaping our roadmaps as well as our phase-in and phase-out plans. Both the markets and we have aligned goals concerning sales and margin; we focus on gross margin while they focus on sales margin. When markets request specific changes, such as pricing adjustments, new features, or different colors, we always incorporate these into our roadmaps. We understand that fulfilling their requests will also help us achieve our own goals.” **QA9: “How do localization and market-specific requirements affect your product management strategy for the kitchen product category? What methods and tools do you use to adapt your product portfolio to accommodate the needs of different countries and regions?”** AL9: “My role at the global level involves identifying patterns and common needs across countries to maximize volumes. For example, if a specific country needs a product at a certain price point, I'll consult with other countries to see if there's a similar need. This helps us avoid over-investing in niche products.” **QA10: “So, you aim for a generic product that suits most countries?”** AL10: “Yes, the goal is to create products that are generic enough to suit multiple markets but can be adapted to meet specific local needs.” **QA11: “Does this include pricing as well?”** AL11: “Absolutely, it includes everything. For instance, in Europe, a kettle is used mainly to boil water for tea. But in Turkey, you need a Turkish tea maker, which is an

additional accessory. We try to standardize the kettle and then adapt the lid in Turkey to include that functionality.” **QA12: “For the Turkish tea kettle, do you sell it in countries that don't drink tea?”** AL12: “The Turkish kettle is essentially a standard kettle with an additional accessory for brewing tea. In other countries, we sell the same kettle but without that accessory. Like with liquid health (Blenders, Juicers etc.), we aim to roll it out globally. It adds value even if you downloaded the app for an air fryer but find blender recipes.” **QA13: “What have been the most significant challenges you've faced while managing your kitchen product category? How have you and your team overcome these challenges, and what lessons have you learned from these experiences?”** AL13: “The biggest challenge is the long lead times for innovation. It can take 9 to 12 months from when a market expresses a need for a product to when we can deliver it. Market dynamics can change quickly, and we may find ourselves behind a trend or introducing a product that's not as competitive as we thought.” **QA14: “So, this is an ongoing challenge?”** AL14: “Yes, it's always there”. **QA15: “How do you overcome this challenge?”** AL15: “We diversify our investments. For example, if a trend is mature in one country but emerging in another, we can launch the product in both markets. This way, we counterbalance the risk of the investment.” **QA16: “Do you allocate some budget for risk management?”** AL16: “It's more about diversifying the markets for a product. If we invest a million euros in a product for Europe, where we might be behind the curve, that's high risk. But if we also launch it in Southeast Asia, we can minimize that risk.” **QA17: “Can you share any examples where the inclusion of your kitchen products in the NutriU App has led to increased sales or user engagement? What were the key factors that contributed to their success?”** AL17: “Last year, we sold 200 kitchen machines, but there were 4,000 downloads for the kitchen machine category in the NutriU App. This showed a clear interest in recipes and guidance, providing us with a target base for potential innovation or promotions.” **QA18: “How do you measure this? How do you know that people downloaded the app specifically for the kitchen machine?”** AL18: “We used a trackable QR code to allocate the downloads specifically to the kitchen machine category.” **QA19: “Do you measure success by looking at the downloads?”** AL19: “We have two KPIs: downloads, which is a quantitative measure, and monthly active users, which measures the quality of those downloads”. **QA20: “How do you gather and incorporate user feedback on your kitchen products through the NutriU App to improve product features and user experience? Have any significant changes been made to your products**

**based on user feedback from the app?”** AL20: “I can't think of any specific changes for the kitchen machine category. However, we did tailor the content on the NutriU App based on popular recipes. For example, we noticed a lot of searches for bread recipes, so we developed more content around different types of breads and grains.” **QA21: “Where do you get your reviews or feedback for your product?”** AL21: “Primarily from Amazon, as it's our biggest volume driver. If Media Markt is a key customer, I also check their website. We use a tool called Wonder Flow that gathers all ratings and reviews from various countries and retailers. It processes the reviews through an algorithm to also gauge the sentiment, helping us track product performance.” **QA22: “In your opinion, what improvements or changes can be made in your department to enhance the visibility of your kitchen product category and its integration with the NutriU App?”** AL22: “One area for improvement I'm focusing on this year is our in-box leaflets and user manuals. We've minimized these materials over the years to save costs, but it's led to negative reviews for some of our more complex products like air cookers. Products like kitchen machines, blenders, and multi-cookers require more guidance for setup and use, and the NutriU App could play a fundamental role in providing that guidance.”

*Interviewee 7 – Olga B. - D2C (Direct to Customer) Campaign Manager at Philips DA*

**QA1: "What do you enjoy most about your current role and working with this team and Philips DA?"** AO1: "What I enjoy most about my current role as a D2C Campaign Manager is the dynamic nature of the work. Every campaign is a new challenge, and it's rewarding to see our efforts translate into real sales and customer engagement. I like the strategic aspect of planning out our yearly calendar and then diving into the details of each campaign, from asset creation to cross-team collaboration. As for Philips DA, I appreciate that the company sets clear goals and values that guide our work. It's motivating to be part of a global organization." **QA2: "What is your role in D2C Campaign Manager at Philips DA, and what are your primary responsibilities related to the NutriU App and kitchen appliances?"** AO2: "As the D2C Campaign Manager, I oversee all activations in our direct-to-consumer channels. My role involves planning campaigns, coordinating with stakeholders, and setting deadlines. I also monitor sales to identify opportunities for ad hoc campaigns." **QA3: "Do you initiate campaigns based on sales performance?"** AO3: "Yes, I also check the sales, while we do have a yearly calendar for planned campaigns, we also seize opportunities for ad hoc campaigns. For instance, during the heatwave season, we promoted air products to help people cope with the heat." **QA4:**

**"How does the NutriU App fit into your campaign strategy?"**AO4: "When we have campaigns relevant to the kitchen appliance category, we utilize the NutriU App as an additional channel. Since it's our own platform, it complements our overall strategy well."**QA5: "Can you describe the current digital marketing strategy for Philips DA website and the Kitchen Appliances?"**AO5: "Our primary objective is to drive sales. We also aim to increase brand visibility and drive traffic from our own and partner channels, with the ultimate goal of converting that traffic into sales."**QA6: "Have there been any particularly successful initiatives since you started?"**AO6: "One standout campaign was last year's "Back to School" initiative. We targeted both the Gen Z audience and their parents, creating assets and messaging that resonated with both groups. This campaign was particularly successful for our air fryer product, which accounted for about 30% of total sales during that period."**QA7: "What are the primary objectives, goals, and KPIs for the digital marketing strategy of the Philips DA website and D2C sales?"**AO7: "Our key performance indicators include website traffic, unique visitors, and the number of sessions on the site. We also focus on qualified entries and, of course, the number of purchases or sales. Bounce rate is another metric we keep an eye on. Additionally, during each campaign, we measure the average order value." **QA8: "How do you ensure that your marketing efforts align with the overall corporate goals and values of Philips DA?"**AO8: "At the start of each year, we receive the overarching goals for Philips DA. These are then broken down into objectives for individual teams and further into goals for each team member. The key to achieving these goals is strong collaboration, not just within our own team but also across different departments within the organization." **QA9: "How does your team collaborate with other departments (e.g., NutriU App team, product development, sales, and data teams). How is the relationship between D2C team initiatives and the NutriU App initiatives?"**AO9: "The key to successful collaboration is mutual awareness of each other's objectives. At the start of each year, we share our activation calendar with all relevant departments, including the NutriU App team and the product marketing teams for various product categories. For instance, we recently began launching category-specific campaigns. During these initiatives, we collaborate closely with the respective marketing teams to create assets that resonate with the target audience, as they have a better understanding of audience preferences."**QA10: "What are the most effective digital marketing channels for driving D2C sales on the Philips DA website, and why?"**AO10: "Based on data from last year, the most effective

channels for us were paid social, paid search, CRM (which includes email marketing), and affiliates." **QA11: "Just to clarify, paid social is not part of email marketing, right?"** AO11: "Yes, paid social refers to ads on social media platforms. Paid search and email marketing are separate channels." **QA12: "Is email marketing more effective than social media?"** AO12: "It varies depending on the campaign. For instance, in the "Back to School" campaign I mentioned earlier, the number one source of traffic was paid social." **QA13: "How do personalization and localization affect your strategy for the Philips DA website?"** AO13: "Given that we operate in 15 locales across 13 countries in Western Europe, it's challenging to personalize campaigns for each market. However, we do make an effort. For large-scale campaigns like our summer sale, we generally keep the content consistent but localize it by translating it into the local language, adjusting currencies, and adapting to local time zones. We also run market-specific campaigns, such as "French Days," which is like Black Friday but specific to France." **QA14: "I noticed that promotions vary between markets. For example, some places had a 40% discount while others had 40 euros off on some kitchen products."** AO14: "Yes, the type of promotion depends on agreements between our district lead and the specific market. It's a complex process." **QA15: "From the data, I saw that the Netherlands and Germany performed better in that campaign compared to other markets. Do you think it's because of the amount of promotion or is there another reason?"** AO15: "There could be multiple factors, but generally speaking, Germany is our biggest market, followed by France and the Netherlands. These markets are usually more active in all promotions, so their better performance is consistent with that trend." **QA16: "What have been the most significant challenges you've faced while developing and executing marketing strategies for D2C sales on the Philips DA website?"** AO16: "One of the main challenges is collaboration." **QA17: "I think another challenge could be competition with retailers like Amazon, right?"** AO17: "Absolutely. Our pricing doesn't always allow us to be as competitive as we'd like to be. That's a significant challenge. From a technical perspective, internal collaboration can also be tricky, especially when we're working with the Philips Royal Team on joint campaigns. We have to align on various elements, such as discount percentages and the channels we use, like email marketing." **QA18: "How do you ensure that the competition isn't too high with Amazon or Bol.com? Do you collaborate with those teams?"** AO18: "We don't collaborate much with those teams, but we try to differentiate our product assortment to provide unique value to consumers." **QA19: "How do**

**you gather and incorporate customer feedback to improve the online shopping experience on the Philips DA website?"**AO19: "We aim to incorporate customer feedback after each campaign. The most feedback we usually get is from our email marketing campaigns. Both the CRM team and **consumer care** gather this feedback. While the feedback is generally positive, it also highlights areas where we can improve. To be honest, I don't remember the specific details of the most recent feedback we've received."**QA20: "Do you remember any changes having been made based on customer feedback? Can you give an example?"**AO20: "Yes, during Black Friday, we conducted A/B testing on two types of assets. We initially thought that lifestyle assets would perform better, but it turned out that product assets were the better-performing ones."**QA21: "In your opinion, what improvements or changes can be made in the content and marketing strategies to enhance D2C sales on the Philips DA website?"**AO21: "I think we could benefit from more interaction with our customers on social media. Collaborating with influencers and encouraging user-generated content could be helpful. Right now, the D2C team operates somewhat independently and doesn't have close contact with local PR teams."**QA22: "For the social media marketing initiatives, each market is responsible for their own campaigns, right?"**AO22: "Yes, that's correct. I think better coordination between the global team and local markets could help. For instance, there was a social media campaign in France, but they couldn't access the pool of images, which impacted the campaign's effectiveness. Better coordination could certainly improve our efforts."

Interviewee 8 – *Tomas S. - Data Analyst for NutriU App at Philips DA Company.*

**QA1: "What do you enjoy most about your current role and working with this team and Philips DA?"**AT1: "What I enjoy most about my current role is the team dynamic. Everyone is close, approachable, and highly skilled in their respective areas, which makes the work environment engaging and enjoyable. On the work side, I find it particularly interesting to engage with real consumer data. Understanding how people use the app, what they want to see, and then actually implementing changes based on that data is quite exciting for me."**QA2: "What is your role in Philips DA as a Data Analyst, and what are your primary responsibilities related to tracking and analyzing NutriU App data, such as app reviews, content shares, and user behavior across different countries?"**AT2: "My main role is to track the overall performance of the app. This includes monitoring downloads, monthly active users, and retention rates. I also provide insights for the wider team, especially when they are

considering changing a feature or running a campaign. It's crucial to back up these decisions with consumer data. Additionally, I handle ad hoc requests (requests for you to undertake a project or a piece of work that come unexpectedly at short notice or without planning) and prepare regular updates for management."

**QA3: "How do you collaborate with the digital marketing team and NutriU App team to ensure that your data analyses inform and support their strategies and decision-making?"**

**AT3:** "We have a continuous collaboration with the NutriU App team. I frequently communicate with the digital marketing director and other team members to align our data analyses with their business goals. One of our successful collaborations involved creating user journey funnels. This gave us a comprehensive overview of user behavior; from the moment they download the app to going through the onboarding and first-time use process. This data has been particularly useful for improving the onboarding experience."

**QA4: "What are the primary objectives, goals, and KPIs for your data analysis work, especially concerning the NutriU App?"**

**AT4:** "The primary KPIs we focus on are downloads, monthly active users, engagement, retention rate, and the attachment rate of connected appliances to the app."

**QA5: "Do you know which one is the most important one? For example, between retention rate and monthly active users or new users, if you compare?"**

**AT5:** "It's hard to pinpoint which is the most important because each serves a different purpose. However, the metrics we most frequently look at are downloads and monthly active users. Within monthly active users, we further break it down into new and returning users. These are the metrics that are most commonly requested, even from outside of the team."

**QA6: "How do you ensure that your data analysis efforts align with the overall corporate goals and values of Philips DA?"**

**AT6:** "So that's usually done through the meetings with, we have with stakeholders. We of course have a roadmap every year, so that is also a good tool to make sure that everyone stays on track and we know what we're supposed to do. Right. Yeah. So I think that the roadmap meetings in general as well are quite useful."

**QA7: "How do you plan and allocate the budget for data analysis activities related to the NutriU App?"**

**AT7:** "I'm not directly involved in budget allocation. We work with an agency that provides us with a team of data engineers and analysts. The budget for this goes through admin. The resources from the agency are distributed based on our priorities."

**QA8: "How does your team collaborate with other departments, such as product development, sales, and digital marketing teams, when sharing and interpreting data insights for the NutriU App?"**

**AT8:** "We primarily communicate with product development and

proposition managers. When they have a new product, they want to integrate into the app, we align on KPIs like attachment rates. Recently, we collaborated with Lucy Williams, the proposition manager for the kitchen machine, to ensure that the KPIs were both sensible and achievable."QA9: "So, they approach you with the intent of integrating their product into the app?"AT9: "Yes, they reach out to us. The process varies depending on whether the product is connected or non-connected. Once everything is set up for the launch, the R&D team takes over for the actual implementation."QA10: "Do they provide any sales data or reasons for wanting their product in the app?" AT10: "They usually submit a business case based on expected sales volumes. We then discuss realistic attachment rate numbers with them. Not everyone will connect their machine, but through dialogue, we arrive at the best solution. We also provide support based on our experience with other products."QA11: "What methods and tools do you use to collect, analyze, and visualize data related to the NutriU App?"AT11: "We use a variety of tools. Google BigQuery is our primary data storage solution, and we use Firebase, another Google tool, to track user events within the app. For dashboards and regular analysis, we rely on Google Data Studio. For more complex queries, we go directly to BigQuery using SQL. For gathering user feedback, we use Attentive Now, Alki, and Wonder Flow. These are the tools we use most frequently."QA12: "What challenges have you encountered in the process of analyzing and interpreting data for the NutriU App? How have you addressed these challenges?"AT12: "We've faced a variety of challenges. One issue is data quality. For instance, we had a situation where the reported downloads for one country skyrocketed to 90,000 in a month, which turned out to be a data error. We had to sift through the data to identify what was accurate and what wasn't." QA13: "I think another challenge could be that not everyone connects their products, making it hard to track."AT13: "Absolutely, that's another issue. We can only collect data from users who have opted in for analytics due to GDPR compliance. Currently, only about one-third of our users consent to data collection. If they don't connect their appliance, we miss out on that data as well."QA14: "Would you consider this an ongoing challenge?"AT14: "Yes, it's an ongoing challenge. We're constantly working to encourage users to provide more information about their usage so we can improve the app and our processes."QA15: "Can you share any examples where your data insights have led to changes or improvements for the NutriU App's user engagement or overall user experience?"AT15: "Absolutely. We've found our user journey analyses to be particularly

useful. We've also analyzed the effectiveness of push notifications to understand what engages users. Additionally, we've used data to refine our marketing and promotional campaigns. User feedback has also been invaluable; for example, we've made adjustments to language and product availability selections based on it. We've also modified our in-app engagement survey according to user feedback."

**QA16: "How do you measure the success of your data analysis efforts?"**

AT16: "Measuring success can be challenging because it depends on what you're looking at. Generally, we consider an increase in app engagement, such as the length of time users spend in the app or the number of cooking sessions they perform, as a good measure of success."

**QA17: "In your opinion, what improvements or changes can be made in the data analysis department, and what recommendations would you give to improve the data strategy for Philips DA and NutriU App?"**

AT17: "One area for improvement is making our abundant data more accessible and understandable to those who aren't data experts. We also need to make our existing reports more visible to a wider audience. Some team members are still unaware of the dashboards we've had for a while, so we need to do a better job at raising awareness about these resources."

**QA18: "What do you think about adding more features for data analysis? Do you think there should be more data for some features or is the current data sufficient?"**

AT18: "I believe the challenge is not necessarily about collecting more data but about maximizing the value of the data we already have. If we collect more data but don't effectively utilize it, then it doesn't serve much purpose. So, my recommendation would be to focus on leveraging our existing data to its fullest potential. Once we've done that and identify areas where more data could be beneficial, then we can consider expanding our data collection efforts."

## Appendix II

The matrix here provides a visual representation of the main themes and sub-themes discussed by all eight Philips DA Marketing team members during the interviews. This visual is helpful for analysing interview content, facilitating a comprehensive comprehension of the interviewee's opinions on many subjects.

<b>Themes/Sub-Themes</b>	Basak G.	Preeti K.	Ecem A.	Elena S.	Fabio C.	Lisa S.	Olga B.	Thomas S.
<b>Alignment with NutriU App</b>								
Consumer Attachment	✓							✓
Connected Products	✓	✓				✓		✓
Frequency of Users								✓
Free content access				✓				
Roadmap for new products	✓	✓				✓		
Continuous collaboration			✓	✓	✓	✓	✓	✓
<b>Challenges</b>								
Market dynamic	✓					✓		
Coordination		✓		✓	✓		✓	
Technical limitations			✓	✓				
Limited resources	✓	✓			✓			
Data quality								✓
Limited manpower	✓				✓			

Static app				✓				
<b>Company culture</b>								
Team collaboration		✓	✓	✓		✓	✓	✓
Company dynamic	✓	✓			✓	✓	✓	
Global culture	✓					✓	✓	
<b>Customer engagement</b>								
Feedback	✓	✓	✓	✓	✓	✓	✓	✓
Personal messaging		✓	✓					✓
Relevant content		✓	✓	✓		✓		
Push Notifications			✓					✓
<b>Effectiveness of Philips DA's marketing strategies</b>								
Aligned Marketing Content	✓			✓		✓	✓	✓
Consumer Retention			✓					✓
Promotions				✓			✓	
Product Research Center				✓				
Integral Gross Margin	✓					✓		
Innovative Products	✓					✓		
Strategic Pillars for goals achievements	✓					✓	✓	✓
Consumer-Centric	✓	✓	✓			✓	✓	✓

Revenue	✓					✓	✓	
Pricing						✓	✓	
ASO		✓			✓			
Rollout Map					✓	✓		
Traditional Marketing						✓	✓	
Appropriate Resource						✓		
<b>Factors affecting strategies</b>								
Consumer needs	✓	✓	✓	✓		✓	✓	✓
Taxation	✓							
Global requirements	✓				✓	✓	✓	
<b>Recommendations for improvements</b>								
Social media marketing	✓						✓	
Personalized customer journey		✓	✓					
Awareness campaign	✓							✓
Multilevel communications								
Searching features				✓				
Remote working				✓				
Joint strategy	✓				✓	✓	✓	
User manual						✓		

<b>Resource allocation</b>								
Market level	✓		✓		✓			
Global level	✓		✓	✓	✓			
App store optimization		✓			✓			
Air fryer customer	✓			✓				