

David J. Haines (ed.)

MASTERS' EDITION

WATER ENJOYMENT

VOLUME 5

MASTERS OF TECHNOLOGY

*Pure Freude
an Wasser*

GROHE


David J. Haines (ed.)

WATER VOLUME 5
ENJOYMENT

MASTERS OF TECHNOLOGY

EDITORIAL



Dear Reader

The book you are holding represents a turning point in GROHE's history. After having had the honour of managing the company for over a decade, in early 2014 I was appointed to the Board of Management of our parent company, the Lixil Group based in Tokyo. As well as directing GROHE my new role involves overseeing the 30,000 employees, 50 production sites and 150 offices which make up the entire Lixil Water Technology Group, covering many well-known brands and companies such as American Standard in North America as well as Joyou and Lixil/Inax in Asia and the EMEA region.

Last year, I had the opportunity to work with GROHE's new CEO, Michael Rauterkus, and the rest of his team as they repositioned the brand. It's been an enormous pleasure to witness GROHE's reorientation towards its technological roots and the strengthening of its status as a leading developer and manufacturer of both fittings and complete bathroom and kitchen solutions. What really stands out upon closer examination of GROHE's new positioning strategy – the Masters of Technology concept – is how it successfully combines not only the most advanced digital (and non-digital) technologies, uncompromising quality standards and sustainability considerations but also an elegant and cutting-edge design ethos into a flawless whole.

GROHE is now the brand of choice for prominent architects and clients around the world, and our premium products have won out over the competition, in the hotel sector for instance. The iconic projects shown in this book make it easy to see why. I hope you enjoy reading it.

David J. Haines
Chairman & CEO Grohe Group Sarl

Dear Reader

Water is not only the origin of all life on earth but also a source of delight. It rejuvenates and revives. It is restorative and relaxing. It nurtures and purifies. Water is a force of nature – and that means it does not always bend to our will or needs.

Harnessing this unique element so that the wonderful effects of, say, a hot shower, gentle steam bath or soothing soak in the tub are supplied on demand calls for technology.

At GROHE, we are Masters of Technology. Our passion for water goes hand in hand with our uncompromising German quality as well as our innovative drive, technical expertise, precision engineering and dedication to timeless design.

As the GROHE Masters of Technology, we devise, develop, produce, cast, electroplate, assemble, polish and coat. We combine genuine craftsmanship with subtle creativity to achieve incomparable results. Our award-winning premium faucets and fittings have been shaping the industry for many decades now.

Anyone who uses GROHE products will feel the difference, will feel the Pure Freude an Wasser – time and again. So it comes as no surprise that we are Europe's largest and the world's leading supplier of sanitary fittings and bathroom solutions under one brand.

Michael Rauterkus
CEO GROHE AG



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MASTERS OF TECHNOLOGY

“THE MOST CURIOUS THING
ABOUT THE FUTURE IS PROBABLY
THE IDEA THAT OUR AGE WILL
EVENTUALLY BE CALLED THE GOOD
OLD TIMES”

Ernest Hemingway,
American writer

Timeless beauty and quality that lasts a lifetime – this captures the essence of the GROHE Masters of Technology pledge. With unfailing regularity, our experts deliver on it with brilliant products and unmatched performance.

It started with Carl Nestler, a manufacturer and developer of faucets for all kinds of tastes and purposes. Ever since then, the Masters of Technology have done more than continually change the world of faucets – we have improved it.

Ongoing investment in research and development at GROHE has led to the creation and launch of world-leading bathroom and kitchen innovations.

All GROHE products are defined by their exceptional quality, with every component undergoing a series of stress tests – the toughest in the industry – to ensure ease of use and perfect looks. Only when they have passed with flying colours are they free to carry the GROHE name out into the world.

Activities such as washing hands, showering and making coffee may seem rather banal to the rest of us. But for the Masters of Technology at GROHE, they represent a science unto themselves – one that we passionately seek to perfect with the ultimate in care, precision and meticulous attention to detail. All the while, we never lose sight of our goal – to share the Pure Freude an Wasser.



Melanie Papadias,
Master of Technology, listens to the hush
of GROHE Whisper® water technology as she
tests it in the acoustics lab.

Manfred Kühn,
Master of Technology, transforms showering into a
spa experience with the GROHE Rainshower® head.





Theocharis Liolis,
Master of Technology, produces
unbeatable hardwearing faucet surfaces
with GROHE StarLight®.



Martin Weiss,
Master of Technology, tests the thermocouple in
the GROHE TurboStat® cartridge that reacts to
changes in water pressure on hot and cold supplies
to maintain a constant temperature and flow in the
blink of any eye.



Ruurd van Leeuwen,
Master of Technology, tests the built-in GROHE
CoolTouch® technology, which ensures the shower
surface stays at a safe temperature despite the flow
of hot water.

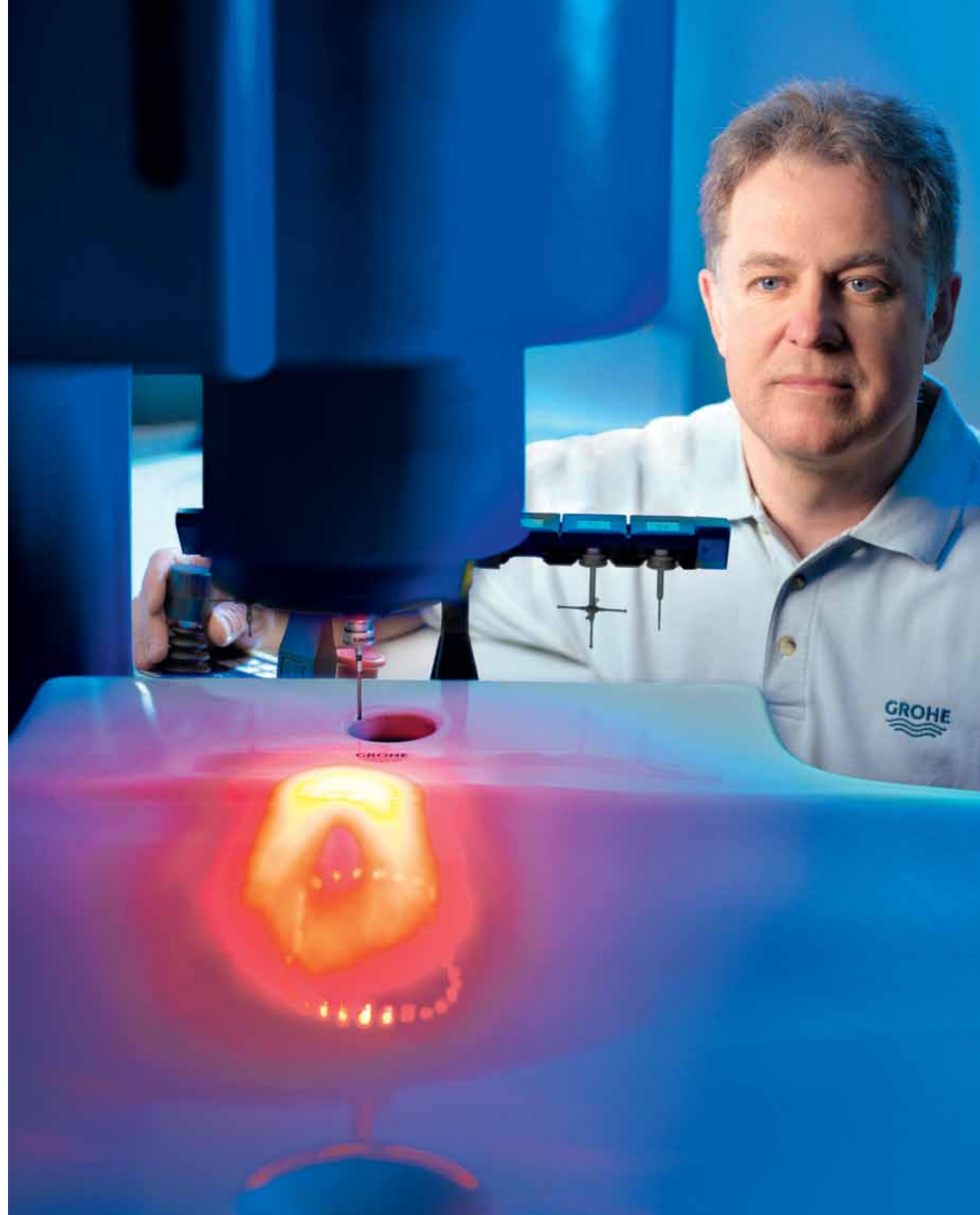
Georgios Vlachodimos,

Master of Technology, takes a sample of GROHE's own handmade brass, GROHE Zero®, that ensures our faucets are virtually lead-free and its composition has been proven to be more resistant to corrosion.





Niklas Michel,
Master of Technology, tests and adjusts the water
hardness of GROHE Blue® for filtered, chilled and
sparkling water straight from the faucet.



Michael Potthoff,
Master of Technology, uses a 3-D measuring table
to ensure that ceramic sanitaryware and faucets fit
together perfectly.

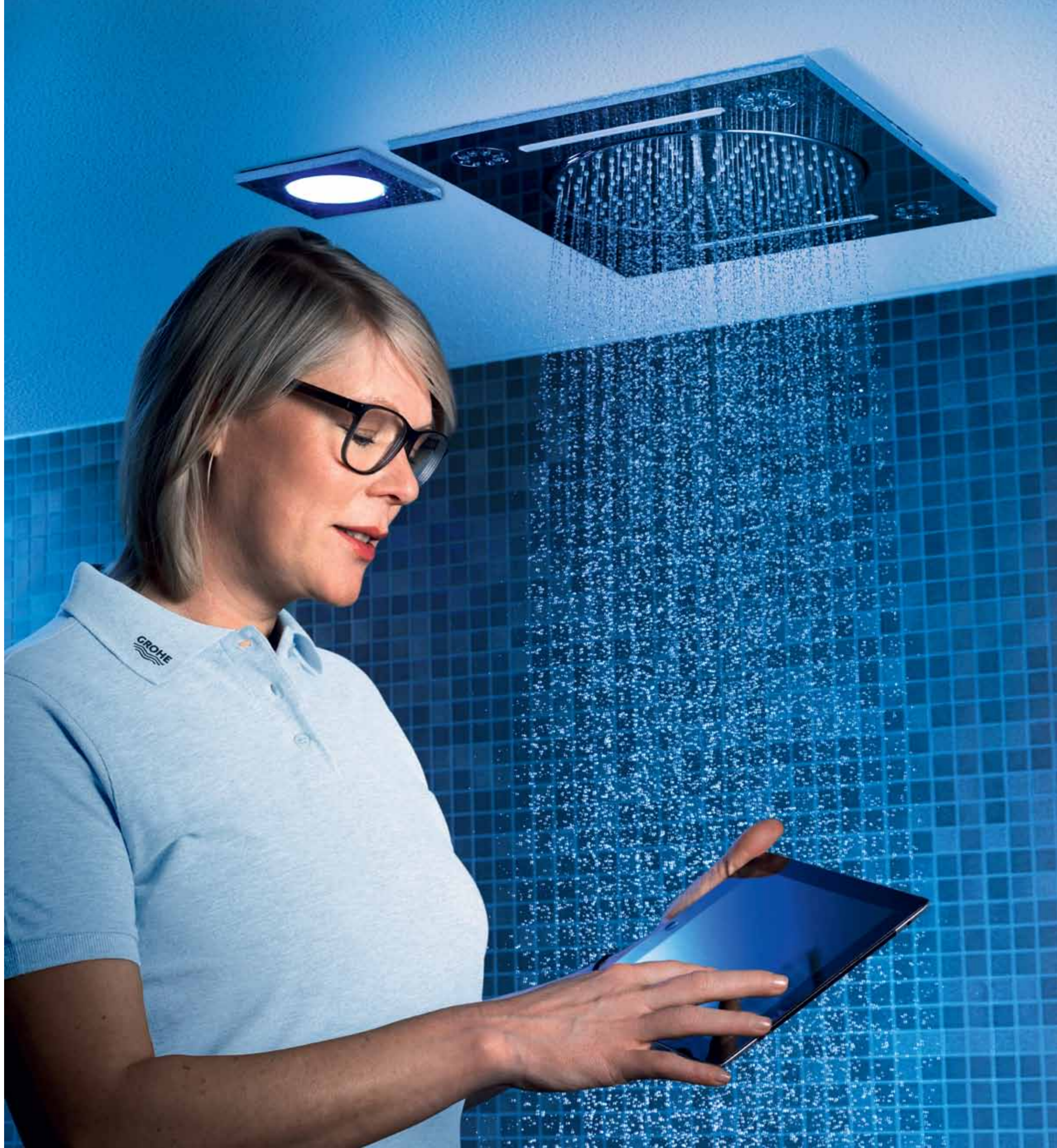


Silke Becker,

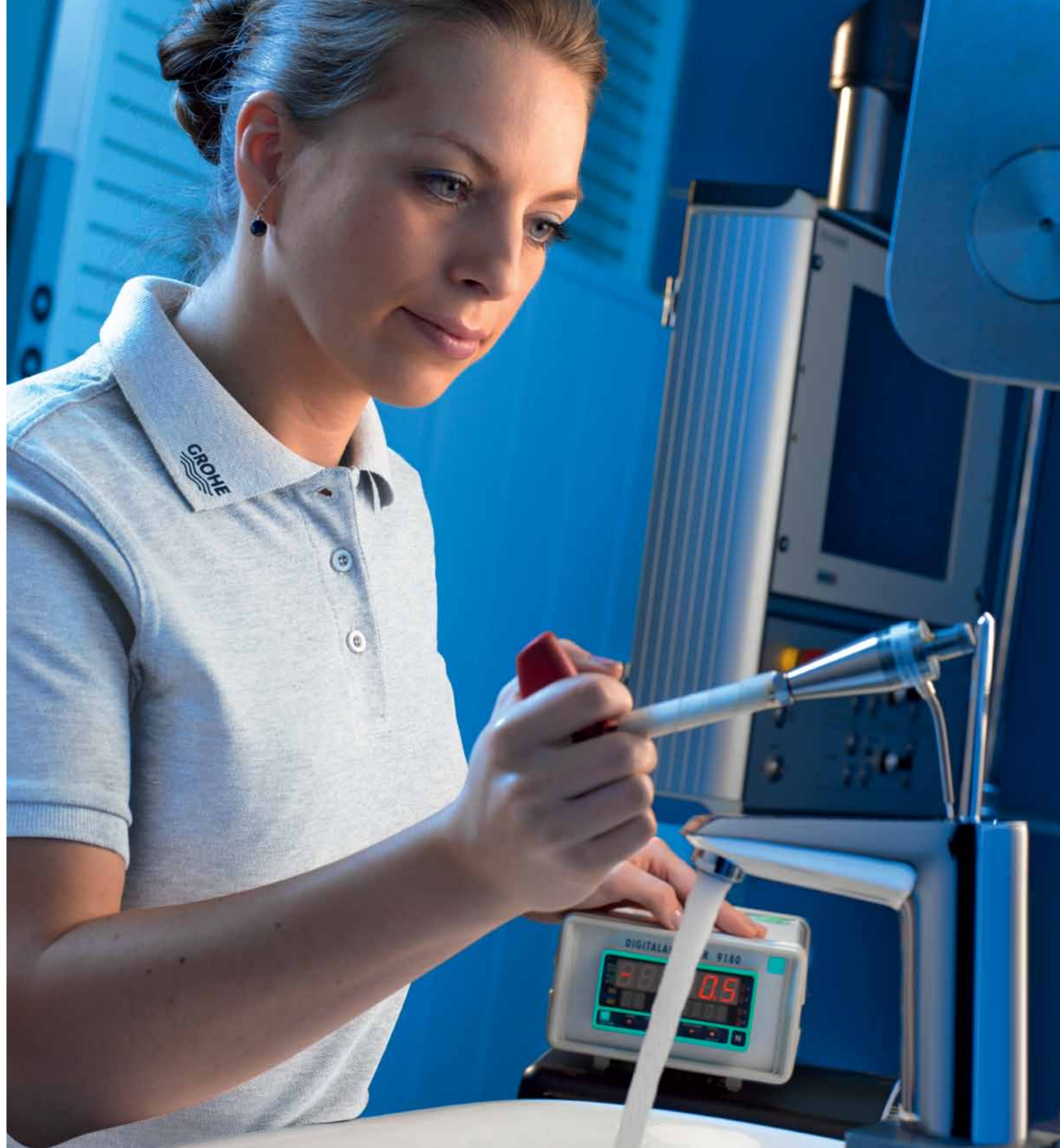
Master of Technology, measures the GROHE Red®'s water, which is heated to 100 °C in an instant. The GROHE CoolTouch technology ensures the surface is never too hot to handle despite the very high temperature of the water.



Janika Taschies,
Master of Technology, uses a spectrometer to check that the test sample matches perfectly to the ceramic coated with GROHE Hygiene.



Karoline Schönbrunn,
Master of Technology, uses the GROHE SPA app to
test the many functions of the F-digital Deluxe
shower that allows the user to create a tailored spa
experience.



Jeannine Fischer,

Master of Technology, uses a force meter to determine how little pressure is needed to operate a lever fitted with SilkMove® technology.



Jan-Peter Tewes,

Master of Technology, sets the water jet's temperature, pressure and direction with the GROHE Sensia® IGS remote control.

PROJECTS

EUROPE



EUROPE

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- France 66/130
- Germany 76/86/106/110/120/122
- Netherlands 72/90/102
- Portugal 112
- Russia 54/80
- Slovenia 126
- Spain 58
- Sweden 50/94
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DAVOS INTERCONTINENTAL



1

The distinctive, elliptically shaped Hotel Davos Intercontinental, nestled in the spectacular Graubünden Alps at a height of 1,600 metres (5,249 feet), has a natural stone base. Green roofs with Alpine herbs and flowers extend across the building like a carpet. The Alpine surroundings are reflected inside the hotel, creating a warm atmosphere and inspiring a sense of freedom and exclusive Alpine experiences.

The GROHE Allure fittings series in the bathrooms meets the hotel's high aesthetic standards. With the clear simplicity of the square and the rectangle as the basis, the fittings exploit the full potential of the geometric shapes, playing with variations on cylindrical bodies, arcs, and cubes that have seductive silhouettes. Dazzling GROHE StarLight® chrome surfaces ennoble all the accessories of the GROHE Allure products.

2



1 In keeping with the architectural concept, residences with fixed volumes are embedded in the landscape by the facades and the exterior design. In this way, they become components of the countryside and are more compatible with the environment.

2 Due to the fact that the façades of the buildings are buried in the ground, the landscape flows over the residences, embeds them, and picks up on the adjoining elevations. The horizontal structure enables the residences to be combined flexibly without changing the appearance of the façade.



Oliver Hofmeister

Tarek Hegazy, AIA- SAR/MSA

Kathrin Matthiesen

Architect

Oliver Hofmeister
OIKIOS GmbH
Munich, Germany

Interior Design

Tarek Hegazy, Living Design AB
Brovägen 1
Stocksund, Sweden

Kathrin Matthiesen, cm-Design
Hamburg, Germany
and
OIKIOS GmbH,
Munich, Germany

Address

Baslerstrasse 9
Davos, Switzerland

Date of completion

2013

Client

Stilli Park AG

Number of rooms

216



3 GROHE Allure combines unmatched beauty with high performance.

4 The Presidential Suite, one of 216 chicly furnished rooms, commands a singular view of the mountains and valley and impresses with its extremely stylish ambience.

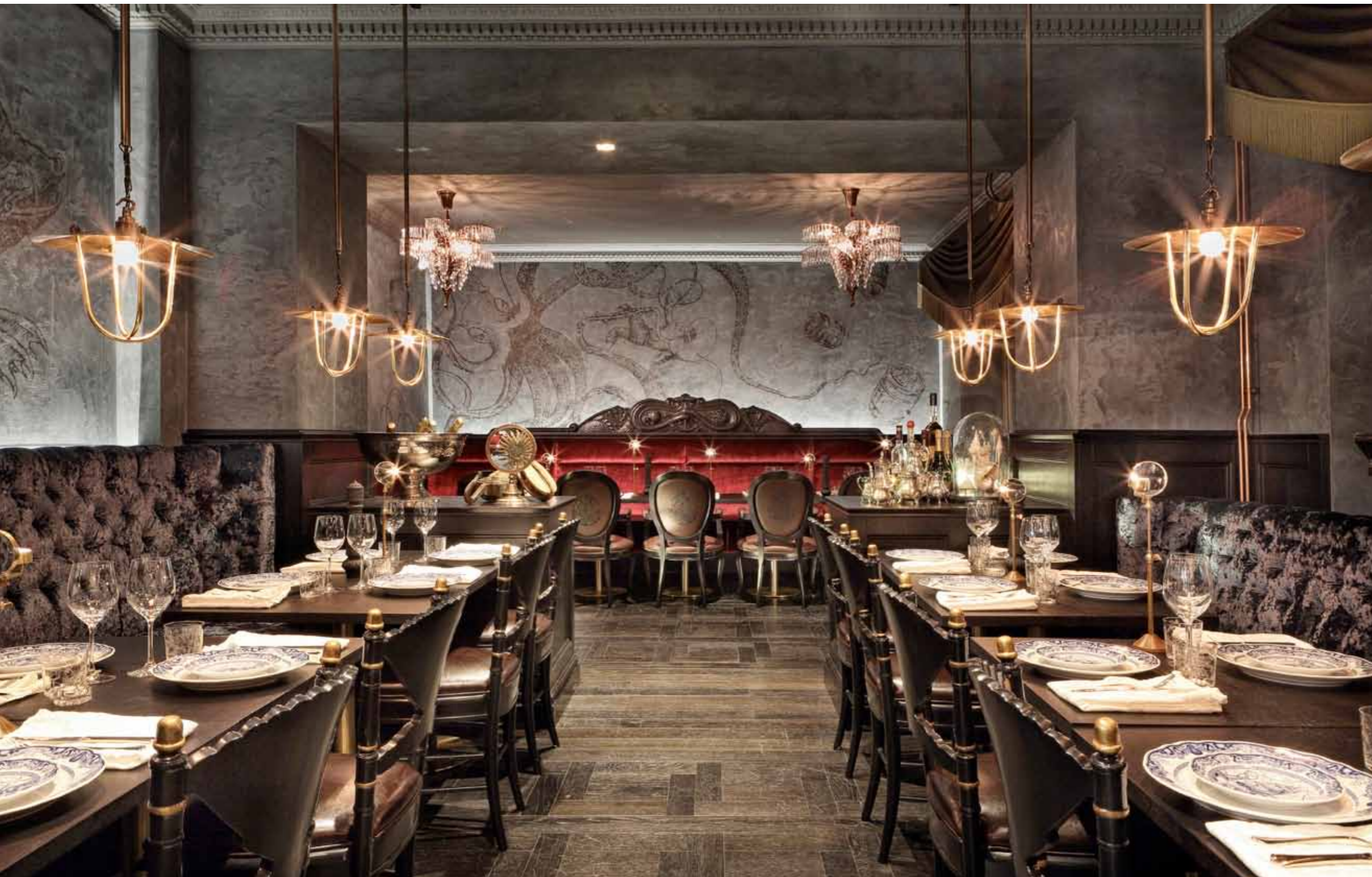
5 On the washbasins, the GROHE Allure collections make use of geometric shapes to create exquisite linear minimalistic architecture.

6 A significant lighting concept in the lobby creates an atmosphere of Alpine chic.



UMEÅ STORA HOTELLET UMEÅ

1



Stora Hotellet Umeå, situated in the Swedish town of Umeå, has an historically significant and mysterious maritime interior, whose concept alludes to its surroundings, the wharf of the harbour city. The hallways and salons of the old building are adorned with pictures of sea captains, reflecting the spirit of a fascinating past. The interplay between refinement and coarse materials – sail cloths and foam next to velvet and champagne – creates a compelling symbiosis. The interior of the hotel has a maritime ambience, with treasures and bizarre elements, and strikes a balance between the new and its historical legacy.

In keeping with the hotel's special aura, the GROHE Veris fittings line was chosen for the bathrooms, harmonising objectivity and emotion. Exuding a sensual minimalism, supple curves alternate with clear lines, creating a fascinating form corresponding to the hotel's extraordinary design concept.

2





5



- 1 In keeping with the atmosphere of the hotel, Gotthard's restaurant has an historical aura. The menu features unique dishes inspired by the sea, harbours, and other cultures.
- 2 The portrait shows Gotthard Zetterberg, the hotel's first managing director, after whom the restaurant was named. It is hanging in the hallway in front of the library.
- 3 Alluding to puzzling maritime phenomena, the Mystique room has a mysterious atmosphere.
- 4 The striking design of the bathrooms is accentuated by fittings from the GROHE Veris line with a black colour scheme.
- 5 All of the elements of the hotel reflect the long history of the maritime city Umeå.

4

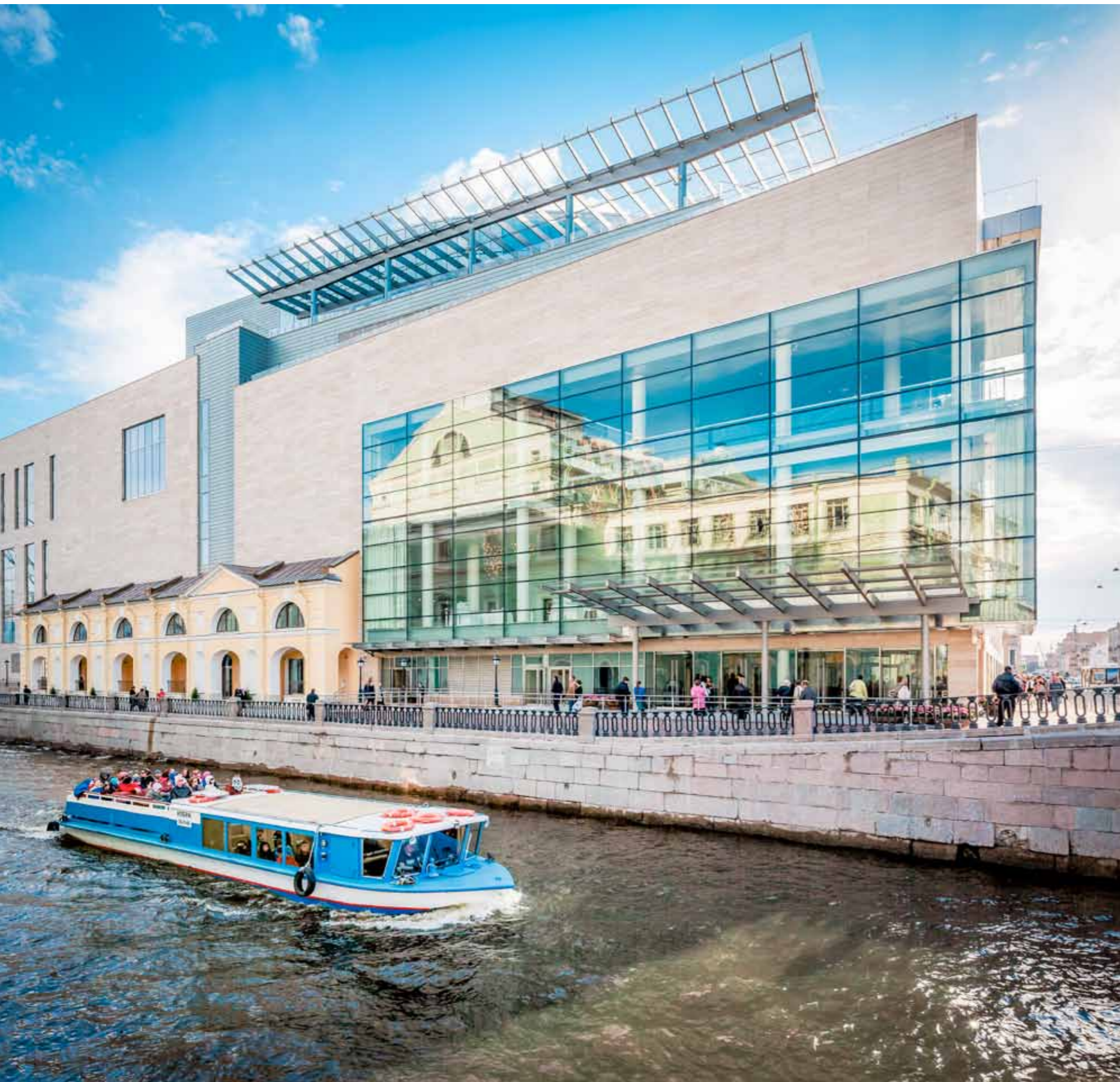


Erik Nissen Johansen
Interior Design
 Stylt Trampoli
 Gothenburg, Sweden
Address
 Storgatan 46,
 903 26 Umeå, Sweden
Date of completion
 2013
Number of rooms
 82



ST. PETERSBURG MARIINSKY II THEATRE

1



2



For almost two centuries, the historic Mariinsky Theatre has introduced a plethora of great artists to the world. Now, directly across the Kryukov Canal from the original, the Mariinsky Theatre Second Stage impresses with grand public enfold and superb acoustics. A glowing onyx wall enwraps the auditorium and provides a beacon for the city. The theatre company can now expand its repertoire with new and innovative productions in one of the world's largest opera and ballet houses.

In the Mariinsky's bathrooms, the Rainshower® Cosmopolitan 210 showerhead offers a sensual showering experience thanks to GROHE DreamSpray® and GROHE EcoJoy® technology. In the sanitary facilities, the Concetto and Europlus faucet lines boast a stylish design. Thanks to the GROHE SilkMove® ceramic cartridge and the GROHE StarLight® chrome surface, the washbasins glisten with elegance and sophistication. And Atrio Thermostate and Europlus E infrared electronics ensure perfect water flow and the utmost comfort at all outlets.



Jack Diamond

Architect

Diamond Schmitt Architects
Toronto, Ontario, Canada

Address

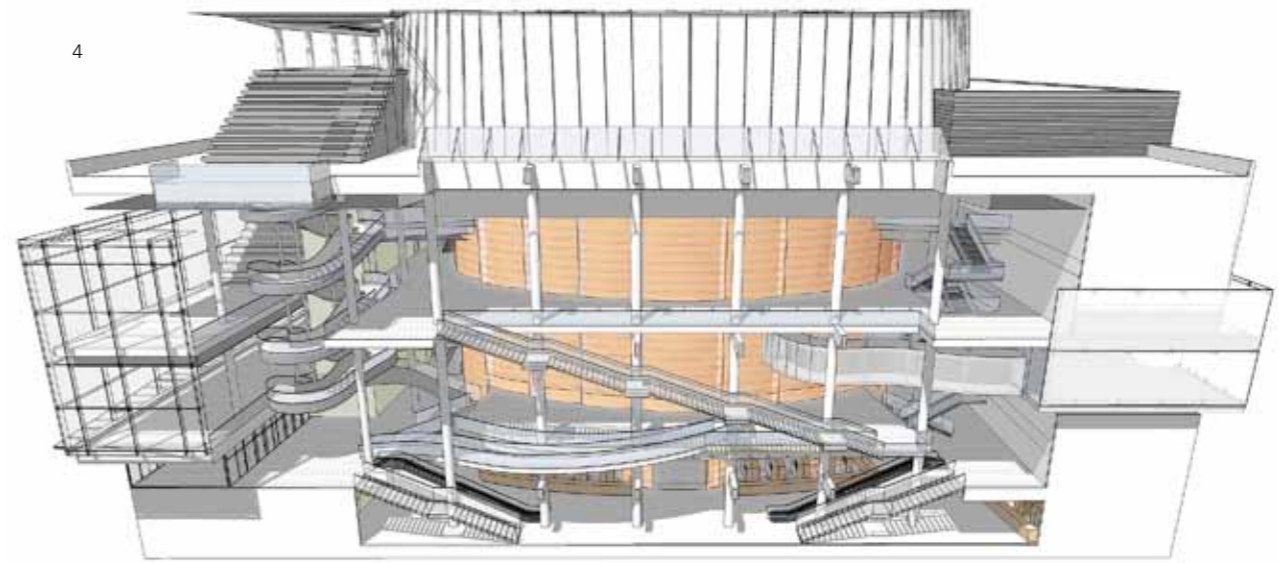
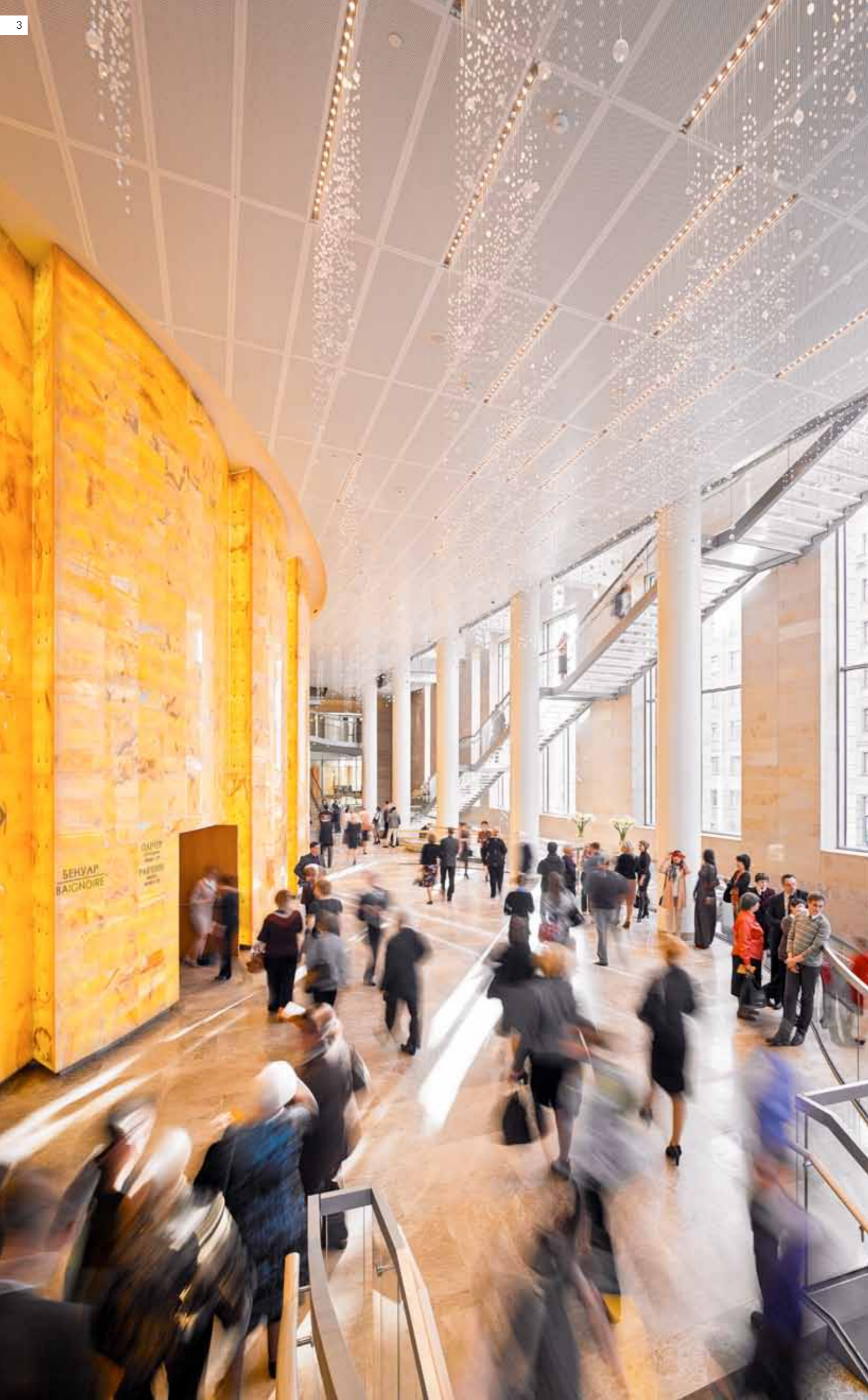
34 Dekabristov Street
St. Petersburg, Russia

Date of completion

2013

Area used

79,115 m²



5



- 1 A magnificent glass façade is the tour de force of the theatre's outer façade.
- 2 The extensive building, which extends over an area of 79,114 square metres (851,576 square feet), has seven storeys above ground and three below. The auditorium seats up to 2,000.
- 3 In the two double-height lobbies, shiny backlit onyx walls dominate the atmosphere.

- 4 The public areas command a breathtaking vista of the Kryukov Canal (built in 1865) at Mariinsky I, while the rooftop amphitheatre provides a spectacular view of the skyline.
- 5 The horseshoe-shaped auditorium is ideal for intimacy, acoustics, sightlines, and audience comfort.



BARCELONA VINCCI GALA

1



2



The Hotel Vincci Gala, which pays homage to the artist Salvador Dalí and his wife Gala, is teeming with contrast - between old and new, discreet and extravagant, elegant and informal. The colour gold dominates the interior and recurs in various materials and applications, both on the façade and inside the building.

The hotel's organic shapes and architecture continue in the bathrooms. The GROHE Essence basin mixer has a dazzling, elegant design thanks to GROHE StarLight® technology. GROHE SilkMove® technology facilitates operation of the ergonomically shaped lever. The Grotherm 3000 thermostat reliably regulates the temperature and water flow in the shower.

3



4



5



Miguel Jorda

Stefan Richter



Georg Martens

Carlos Mir

Architect

TBI Architecture & Engineering
Barcelona, Spain

Address

Ronda de Sant Pere, 32
Barcelona, Spain

Date of completion

2014

Client

Activ-Group

Area used

4,600 m²

Number of rooms

78



- 1 78 rooms extend over an area of 4,600 square metres (49,513 square feet).
- 2 An aluminium chain curtain in front of the banisters melds the different storeys into a single vertical space.
- 3 The GROHE Essence faucet line enhances the stylish design of the bathrooms.
- 4 Gold and grey shades, in combination with indirect linear lighting, give the rooms an elegant ambience.
- 5 An organically shaped black Corian element frames the opening of the hotel bar and contrasts with the gold-coloured wall cladding made expanded aluminium.



HELSINKI KLAUS K HOTEL, SKY LOFTS

In central Helsinki, architects realised an extraordinary space concept in the Klaus K Sky Lofts. An 80 square metre (861 square feet) roof terrace commands impressive vistas of the city. The modern loft rooms and the bathroom boast a unique pre-programmed lighting concept permitting two light-mood options. The rooms afford a view of the quiet courtyard or Erottaja Square and have succinct interiors. The luxurious sky suites are furnished with a cosy seating area and private access to the street. A large bathroom provides a separate shower and bathtub.

All of the rooms are equipped with large rain showers. The bathrooms are adorned with the GROHE Quadra fittings line for the utmost in comfort and an expressive design. An integrated mousseur highlights the striking design of the washbasin and tub fittings, while pure contours create a clear bathroom atmosphere. GROHE EcoJoy® technology ensures both an aesthetic design and sustainable usage of the valuable resource water.

1



2



3



4



Vertti Kivi

Interior Design
dSign Vertti Kivi & Co
Helsinki, Finland

Address
Bulevardi 2-4
Helsinki, Finland

Date of completion
2014

Number of suites
30



- 1 Some roofs have skylights and 4.5 metre (14.8 foot) high ceilings.
- 2 Large windows provide ample natural light.
- 3 The rooms are marked by an elevated sleeping area.
- 4 The spacious bathrooms exude a quiet elegance, accentuated by characteristic light installations.
- 5 The GROHE Quadra one-hand washbasin battery embodies a striking design.

5





LA SALLE LES ALPES ROCK NOIR

1



2



The four-star Le Rock Noir hotel is ideally situated in the attractive ski resort of Serre Chevalier. The hotel's 32 rooms and suites offer the utmost comfort and boast a stylish design. Wood, velour, and fur embody the traditional mountain style. But the rooms' real luxury is their design – cliff-like and avant-garde. The harmonious combination of design, comfort, and stone reflects an innovative conception whose leitmotifs were design and luxury. In addition, each of the rooms has an impressive panoramic view over the mountains.

Thanks to GROHE DreamSpray® technology, the GROHE Ondus® 210 showerhead has a perfect spray pattern that offers a sensual showering experience. The dazzling GROHE StarLight® chrome surface shines in a high-quality design with timeless elegance. The modern colour 'velvet black' adds special emphasis that enhances the hotel's extraordinary design.

- 1 The natural authenticity of the rooms harmonises with the contemporary décor.
- 2 The colour 'velvet black' creates pure elegance in the bathrooms.
- 3 GROHE fittings enrich the modern bathrooms.

3



Interior Design
Didier Rivière

Address
Serre Chevalier
Place de l'Aravet
05240 La Salle Les Alpes
France

Date of completion
2013

Number of rooms
32



LAUSANNE AGORA SWISS NIGHT HOTEL

With an innovative concept, the Agora Swiss Night Hotel gives its guests the opportunity to experience a quintessentially Swiss night. This idea runs through the rooms of the hotel in Lausanne like a red thread, offering a contemporary and identity-conscious view of Switzerland. The interior has a significant atmosphere evoking a walk in the mountains. Traditional materials alternate with modern and customised elements, creating a cosy and homey atmosphere.

The recuperative aspect of the hotel is enhanced in the bathrooms by the GROHE Tempesta Rainshower® Next Generation shower system. The symbiosis of outstanding design and innovative technology offers an incomparable, luxurious showering experience. The dazzling, perfectly designed GROHE Essence fittings enable extremely sensual water enjoyment.





- 1 The outer façade is full of character. It reflects contemporary Switzerland and is an eye-catcher due to its unique, idiosyncratic appearance.
- 2 The GROHE Tempesta Rainshower® Icon and Rainshower® Solo hand and head showers exhilarate body, mind, and soul.
- 3 The rooms have a stylish and elegant chalet-like design.
- 4 The restaurant on the top floor commands an awe-inspiring view of Lake Geneva.



Marc Hertrich, Nicolas Adnet

Architect
DL-A Devanthery &
Lamunière Architectes
Geneva, Switzerland

Interior Design
Studio Marc Hertrich &
Nicolas Adnet, Paris, France

Address
Agora Swiss Night Hotel
Avenue du Rond-Point 9
1006 Lausanne, Switzerland

Date of completion
2012



ROTTERDAM MARKET HALL

1



The Netherlands' first indoor market hall, located in Rotterdam's former historic centre, has been completed. Situated under a horseshoe shaped arch, it has more than 90 stalls. The size and colourful interior make the market hall unique, as does the concept of a market combined with flats, restaurants, and an underground parking garage. To cover the market stalls, the architects turned the two residential towers and the market around, creating a large hall with two large openings towards the city.

Tailored to the requirements of modern market halls, GROHE Eurosmart Cosmopolitan has a high technological standard, as does GROHE EcoJoy®, which ensures sustainable water consumption. The GROHE Grohtherm 100 thermostat regulates the temperature, while the GROHE Tempesta hand shower impresses with pure comfort and an aesthetically appealing design.



Winy Maas, Jacob van Rijs, Natalie de Vries

Architect

MVRDV
Rotterdam, Netherlands
INBO
Amsterdam, Netherlands

Address

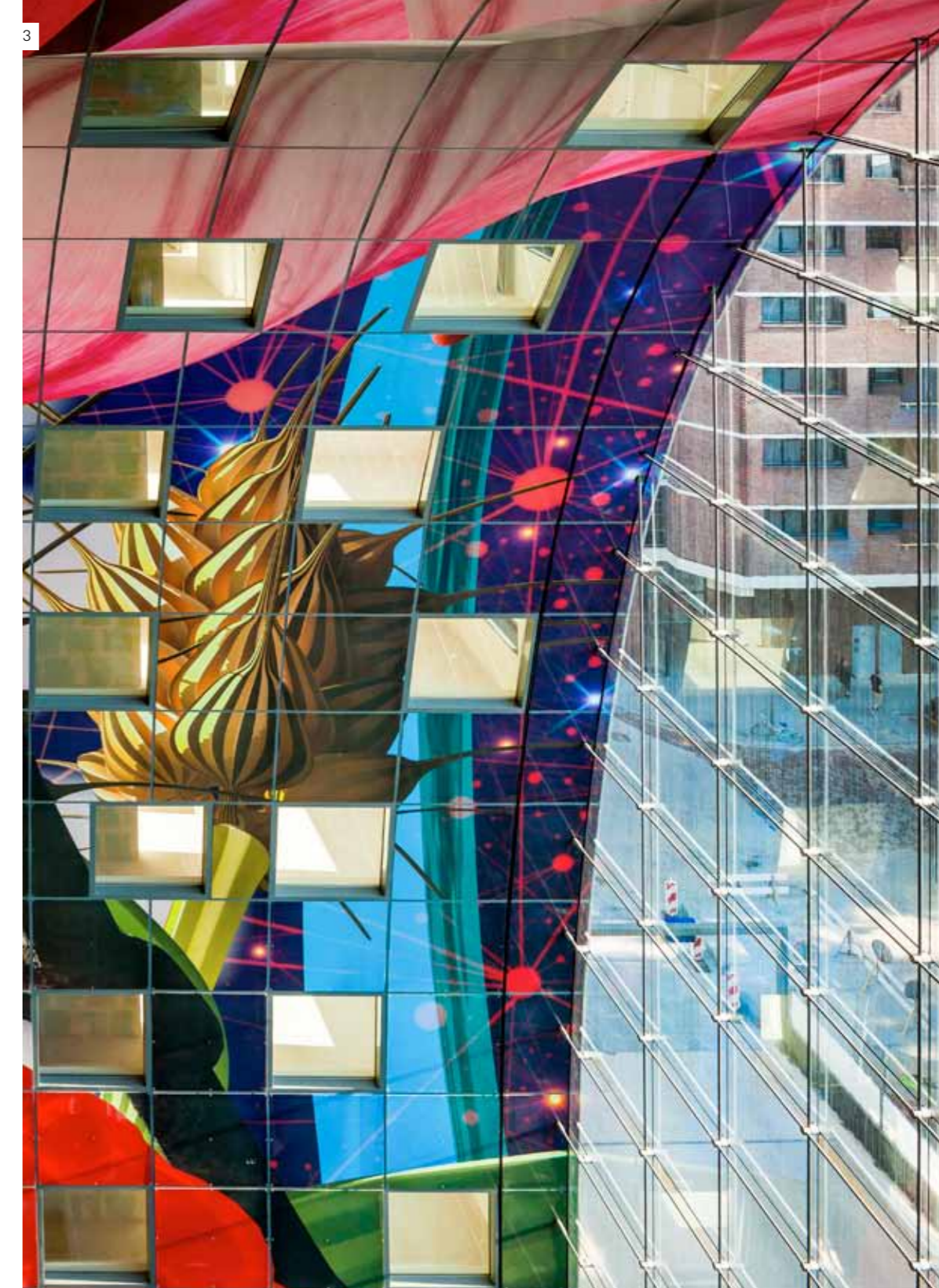
Ds. Jan Scharpstraat 298
3011 GZ Rotterdam, Netherlands

Date of completion

2014

Used area

95,000 m²



- 1 On the third to eleventh floors of the horseshoe-shaped arch, there are 102 rental flats and 126 privately owned apartments.
- 2 Grey natural stone, which is used for cobblestone pavement all over Rotterdam, was chosen for the building's façade cladding to highlight the colourful interior of the hall.
- 3 To let in as much light as possible, the architects opted for a cable net construction at the opening. In this way, the art work 'The Horn of Plenty' by artists Arno Coenen and Iris Roskam, showing colourful oversized images of market produce, can even be admired from the outside.
- 4 The building was designed to be as open as possible to attract a large number of visitors.



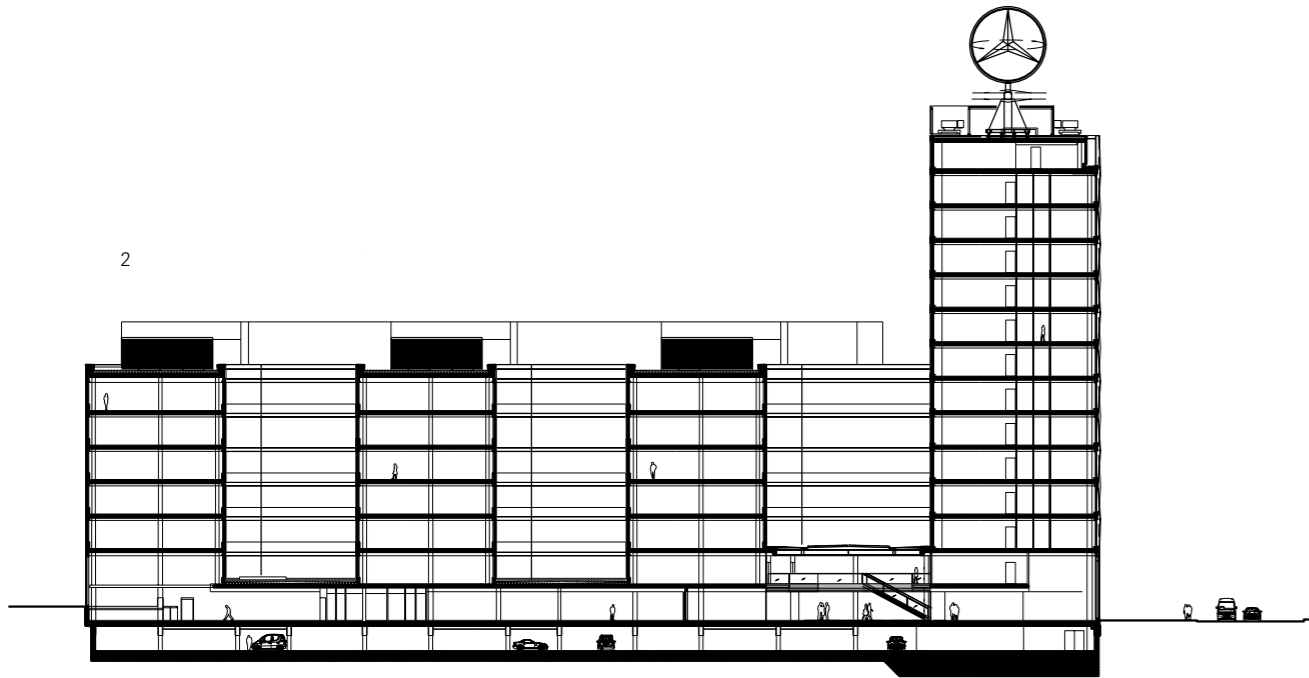


BERLIN MERCEDES-BENZ SALES HEADQUARTERS GERMANY

Mercedes-Benz' new corporate headquarters in Berlin Friedrichshain is a modern office complex epitomising transparency, sustainability, and functionality. The office building, consisting of a seven-storey low-rise and a 14-storey high-rise, has an extremely modern and flexible work environment. Clear shapes and high-quality materials make it timeless yet well suited to the urban-planning context. The building meets high environmental standards, with around 1,000 square metres (10,764 square feet) of the roof containing greenery. Triple-insulated glazing provides optimum insulation.

The modern zeitgeist of the building continues in the bathrooms and the fluid profile of the GROHE Essence fittings. The sanitary facilities have an aesthetic design and offer employees great comfort.





Georg Gewers, Henry Pudewill

Architect
 GEWERS PUDEWILL
 Berlin, Germany

Address
 Mühlenstraße 30
 Berlin, Germany

Date of completion
 2013

Client
 CA Immo Deutschland GmbH

- 1 The glass façade reflects activity in the surrounding area and affords a look inside.
- 2 The building has working space for 1,200 employees as well as areas accessible to the public.
- 3 Light limestone from Portugal was laid in the atrium and the stairwells.
- 4 In the façade of the building complex, rectangular window surfaces arranged like waves alternate with metallic panels that ensure that ample light penetrates the office wings and the high-rise.
- 5 Thanks to GROHE StarLight® technology, the comfortable, rotatable outlets of the GROHE Essence washbasins have a dazzling elegance.



SOCHI SOCHI F1

Completed in August 2014, the 260 million euro Sochi Autodrom opened just two months later. The world-famous Formula One circuit in the Russian city of Sochi is approximately 6 kilometres (approximately 3.5 miles) long with seating for 61,000 spectators.

Echoing the high-tech racetrack, the Rainshower Rustic 210 and Relaxa 100 Trio shower head contain GROHE DreamSpray® technology, which offers a perfect stream pattern and recuperative showering enjoyment. GROHE Eurosmart washbasin fittings dazzle in a cosmopolitan design and meet high usage

needs thanks to GROHE SilkMove®. Additionally, GROHE QuickFix® enables the fittings to be attached quickly using current methods. The Euroeco Special One Hand Safety Mixture washbasin ensures water is discharged according to needs – which is very important given the frequent use of the sanitary facilities – thanks to GROHE EcoJoy® water-saving technology. The comfortable toilets are equipped with assembly-friendly GROHE Rapid SL installation systems, and GROHE Tectron Surf and Skate control buttons provide state-of-the-art flushing technology.

2



3



Hermann Tilke
Architect
Tilke GmbH & Co. KG
Aachen, Germany
Interior Design
Denis Simachev
Moscow, Russia
Address
Krasnodar, Kirova st. 3
Sochi, Russia
Date of completion
2014
Length
5,853 km

- 1 The architecture of the racetrack promotes interesting Formula One races at the highest technological standard.
- 2 The fast circuit has 19 bends and leads through the Olympic Park.
- 3 In the race management department, every part of the circuit is monitored on Closed Circuit Television (CCTV).



1

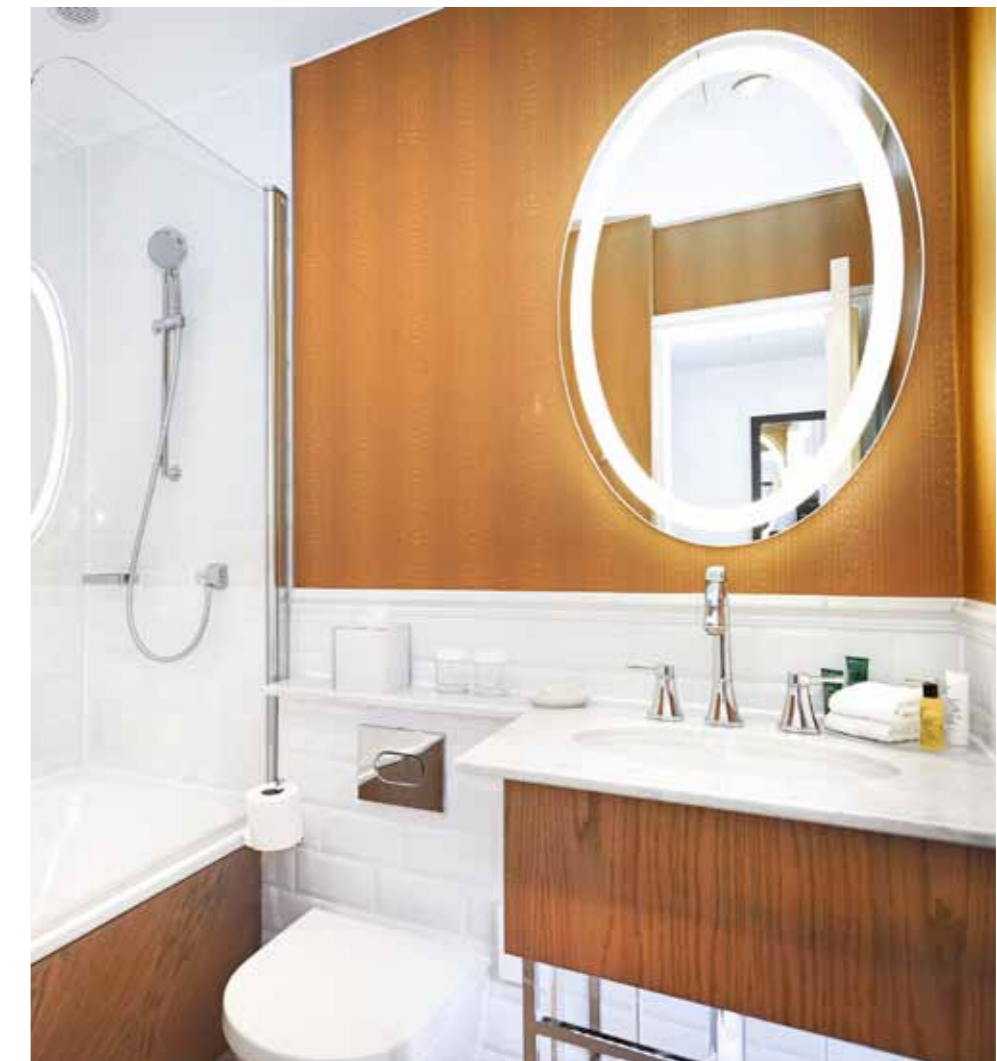



LONDON HILTON LONDON HYDE PARK

Hilton London Hyde Park is situated in the heart of London in a prime location with a view of the famous park of the same name. In keeping with the hotel's tradition, the rooms boast an elegant classical design. The interior exudes a warm and inviting atmosphere reflecting traditional London charm. The hotel is close to shopping arcades, green areas, public transport, and numerous sights.

The GROHE Grandera™ faucet collection recalls long-forgotten times and reflects the atmosphere of the hotel. It combines quality and top-notch artisanship with a penchant for detail. GROHE Grandera™ is distinguished by its stylish design, which is full of character.

- 1 The Hilton Hyde Park Hotel is situated in the heart of lively London, housed in an historic listed Edwardian townhouse.
- 2 The classical design of the extremely comfortable rooms is oriented to a soft, discreet colour scheme, conjuring up a calm, relaxed atmosphere.
- 3 The washbasins are equipped with the elegant and dazzling GROHE Grandera basin mixers to complement the elegant interiors.
- 4 The impressive GROHE Grandera free-standing bath filler in the presidential suite harmonises perfectly with the elegant look of the bathtub.



		<p>Interior Design Hilton Worldwide, International Operations Centre London, UK</p> <p>Address 129 Bayswater Rd London, UK</p> <p>Date of renovation 2014</p> <p>Number of rooms 132</p>
<p>Grace Kelly</p>	<p>Charlotte Philip</p>	





BERLIN 25 HOURS HOTEL BIKINI

The extraordinary location of the 25 Hours Hotel Bikini Berlin inspired the design team during the creation of the interior, which attests to an integrated and individual design concept. With an urban jungle theme, it bridges the gap between nature and culture. Half of the guest rooms afford a view of the monkey and elephant house of the Berlin zoo and have a warmer design scheme with natural materials and colours. The other half commands a view of Kaiser Wilhelm Memorial Church. These rooms are more urban, in keeping with Berlin's more hard-edged, creative side.

In the bathrooms, the minimalistically designed GROHE Euphoria shower system picks up on the hotel's urban lifestyle. The modern colour 'velvet black' accentuates the hotel's individualistic character. The perfect water stream resulting from modern GROHE DreamSpray® technology offers a sensual shower experience.





3



- 1 The tenth floor, commanding a phenomenal 360-degree panorama, houses NENI Berlin with its eclectic eastern Mediterranean cuisine.
- 2 On the third floor, the loft-like reception area with reception, a kiosk, the hotel's own bakery, and many nooks has a relaxed, communicative atmosphere.
- 3 Even the work rooms have a relaxed atmosphere, with architecture that expresses dynamism and freedom.
- 4 With 149 rooms, the 25 Hours Hotel Bikini is a freestanding small high-rise. Located at the so-called Elephant Gate of Berlin Zoo, it forms an integrative platform.



LTR: Tina Bunyaprasit, Dirk Borchering, Janis Nachtigall, Werner Aisslinger

Architect
Paul Schwebes and Hans Schoszberger, 1957

Interior Design
Studio Aisslinger
Berlin, Germany

Address
Budapester Str. 40
Berlin, Germany

Number of rooms
149

4





AMSTERDAM FARALDA CRANE HOTEL AMSTERDAM

This unique hotel building, integrated into a harbour crane, is an extraordinary remnant of industrial culture. Guests are offered an extravagant experience in exclusive accommodation commanding a magnificent view of Amsterdam. Forty-five metres (147 feet) above the ground, the Mystique Suite boasts seductive colours, sumptuous fabrics, high-end materials, and extraordinary designer furniture. Below this suite is the Secret Suite, whose design features lively colours and abstract shapes, creating an oriental ambience. An abundance of pillows conjures up the Arabian Nights, and exotic lamps and a freestanding bathtub with elegantly curved feet instil a cosy atmosphere.

In the bathrooms, the GROHE Allure faucet line meets the Crane Hotel's extremely high design and quality standards. The GROHE Rainshower® F Series shower system not only goes with the aesthetics of the design, but also provides a pure showering experience with perfect stream patterns. From the bathrooms, guests have a breathtaking views of Amsterdam.

1





Edwin Kornmann Rudi

Owner/Design & Project Responsible

Edwin Kornmann Rudi

Main Contractor

Talsma Scheepswerf
Franeker, Netherlands

Interior Design & Architect

Heidi Much Houses
Edward van Vliet
IAA Architecten GmbH
Amsterdam, Netherlands

Address

NDSM Plein 78, 1033 WB
Amsterdam, Netherlands

Venue

3 rooms and a
TV broadcasting studio

3



4



- 1 The old harbour crane is part of the NDSM shipyard. Ample glass surfaces, combined with red-painted steel, accentuate the stature of the industrial crane.
- 2 Due to an additional ceiling in the crane driver's cabin, this luxury suite has a living room and a separate sleeping area. The other two suites are housed in containers above and below the former crane cabin.
- 3 The innovative Grohtherm 3000 thermostat and GROHE Euphoria Cosmopolitan hand shower are integrated into the shower. The interplay between them offers a comfortable and sensual showering experience.
- 4 The bathtub, which has a panoramic view through the high windows, is the absolute highlight of the suite. The freestanding GROHE Allure bathtub outlet with a swivel spout and the integrated Sena hand shower enhance the sensory appeal of the spa and wellness area.



GOTHENBURG CLARION POST HOTEL

1



2



Clarion Hotel Post in Gothenburg, Sweden, is the result of a complex project to convert the main post office into a modern hotel building. A completely new kind of business hotel in a top location on Drottningtorget, it is a popular and trendy central meeting place for a changing clientele and a living room for a new generation of Gothenburg residents who identify with the city's new image.

The hotel's modern flair extends to the rooms boasting the precisely executed design of the GROHE Concetto faucet line. The parallel lines of the lever and outlet create a harmonious profile and have a modern appearance. A luxurious GROHE StarLight® chrome finish ennobles the washbasins. In addition, GROHE SilkMove® technology allows for easy operation and water control. The Grohtherm 2000 with Ecojoy technology reduces valuable water consumption, and with its elegant look it complements the design of the bathroom.

**Architect**

Ernst Torulf, 1925

Interior DesignSemrén & Månsson
Gothenburg, Sweden**Address**Drottningtorget 10
Gothenburg, Sweden**Date of completion**

2012

Number of rooms

500

Used area40,000 m²

4

- 1 The impressive architecture of the former post office building exudes historic charm.
- 2 The Post Bar is a living room for the city, a meeting point for hotel guests and Gothenburg residents alike.
- 3 Dark, warm colours, coupled with modern furniture offer a cosy, homey atmosphere.
- 4 The rooms are imbued with a stylish elegance that creates a cosy ambience. An HD flat-screen TV and a large workspace provide superlative business comfort.





LONDON UNITED AIRLINES FIRST CLASS LOUNGE

1



The United Airlines First Class and Club Lounge crowns the Queen's Terminal (T2) at London Heathrow. The extensive, sophisticated lounge area reflects Heathrow's significance as an airport with worldwide air connections. Situated in an area between Terminal 1 and 4 that serves 17 flights a day, it offer the Terminals' customers the highest service standards and luxurious furnishings. The seating areas are conducive to relaxation and ideally equipped for work needs.

The luxurious atmosphere of the lounge extends to the private bathroom and shower areas thanks to the comfort of GROHE products. Accessories such as the Rainshower® shower and the Relexa hand shower cater to easy and convenient handling. The GROHE Rapido T thermostat and the GROHE Atrio thermostat with an integrated two-way diverter for bathtub or shower ensure controlled use of water.



Felicity Hurling

Architect and Interior Design (UK)

Felicity Hurling, 3DReid
London, UK

Architect and Interior Design (USA)

Solomon Cordwell Buenz
Chicago, USA

Address

Heathrow Airport
Terminal 2

2



4



5



3



- 1 The highlights of the club lounge are the long, curved bar and the room-high windows affording a view of the airfield. Aviation topics are visually addressed by vintage graphics.
- 2 The elegant design of the GROHE hand shower adheres to sensual minimalistic guidelines.
- 3 The core of the lounge area design line is an oversized clock in the Big Ben style.
- 4 Thanks to a variable adjustable temperature limiter, the infrared electronics of the GROHE Eurosmart CE provide for sustainable and regulated water regulation.
- 5 GROHE head showers offer relaxing showering pleasure.



NOORDWIJK VESPER HOTEL

1



An inspired mix of classic hotel elegance with distinctly contemporary energy and glamour, the Vesper Hotel overlooks the ever-changing North Sea and is situated in the most beautiful and exclusive surroundings of Noordwijk. Impeccable service, craftsmanship and a feeling of peace and calm take centre stage here. Vesper promises that beauty is in the details, because leisure is much more than relaxation; leisure is an art.

A pure feeling of recuperation is created by the GROHE Rainshower® F-Series ceiling shower and the modern light and music modules. The innovative technology is maximised by GROHE F-digital Deluxe products. GROHE Euroeco Special fittings shine on the washbasins. Additionally, the GROHE Sena hand shower and the Euphora shower system ensure absolute showering comfort. GROHE Lineare fittings provide for high-end design in the bathtubs.

2





- 1 Thanks to its design, the hotel is a haven of relaxation that appeals to all the senses.
- 2 The harmonious colour scheme produces a lively flair.
- 3 The rooms are imbued with an elegant vintage style.
- 4 The GROHE F-digital Deluxe ceiling shower and the Sena hand shower offer extraordinary showering experiences in a special light, music and steam ambience.
- 5 The GROHE Atrio One Hand bathtub battery enhances the design of the freestanding bathtub.

Interior Design

Bart Akkerhuis
 Studio Akkerhuis
 Paris, France

Address

Koningin Astrid Boulevard 46
 Noordwijk, Netherlands

Number of rooms

27



Bart Akkerhuis





ZINGST STEIGENBERGER STRANDHOTEL AND SPA



This four-star plus domicile, situated on the 270 metre (886 feet) long Zingst Sea Bridge, exemplifies subtle and extraordinary luxury. The picturesque town centre is 50 metres (164 feet) away. The architecture, garden layout, and interior design of the Steigenberger Strandhotel and Spa create a harmonious total work of art that combines relaxed living style with expressive elegance. The interior boasts natural and high-quality materials, including marble, sandstone, bronze, coral, and seashells. Baltic Sea motifs imbue all areas with a maritime flair.

The pure elegance of the hotel continues in the bathrooms with the harmonious design of the GROHE Essence fittings line. Cylindrical shapes and a fluid profile express a timeless style. GROHE SilkMove® technology couples easy operation with a high-quality look.

- 1 Taking up the classical bathroom architecture of the Baltic, the architecture of the new building features gables, pillars, transom windows, reliefs, and a rustic stone wall finish.
- 2 The sauna and spa area is part of a unique light-flooded wellness pavilion that extends over an area of 1.400 square metres (15,069 square feet).
- 3 Striking GROHE Essence fittings dazzle on the washbasins, ennobling the design of the bathrooms.
- 4 The rooms are characterized by a coherent colour and shape scheme that alludes to the natural surroundings. There are nuances in white, green, mud colour, sand colour, and coral red.

2



Anne Maria Jagdfeld

Interior Design
 jagdfeld design KG
 Berlin, Germany

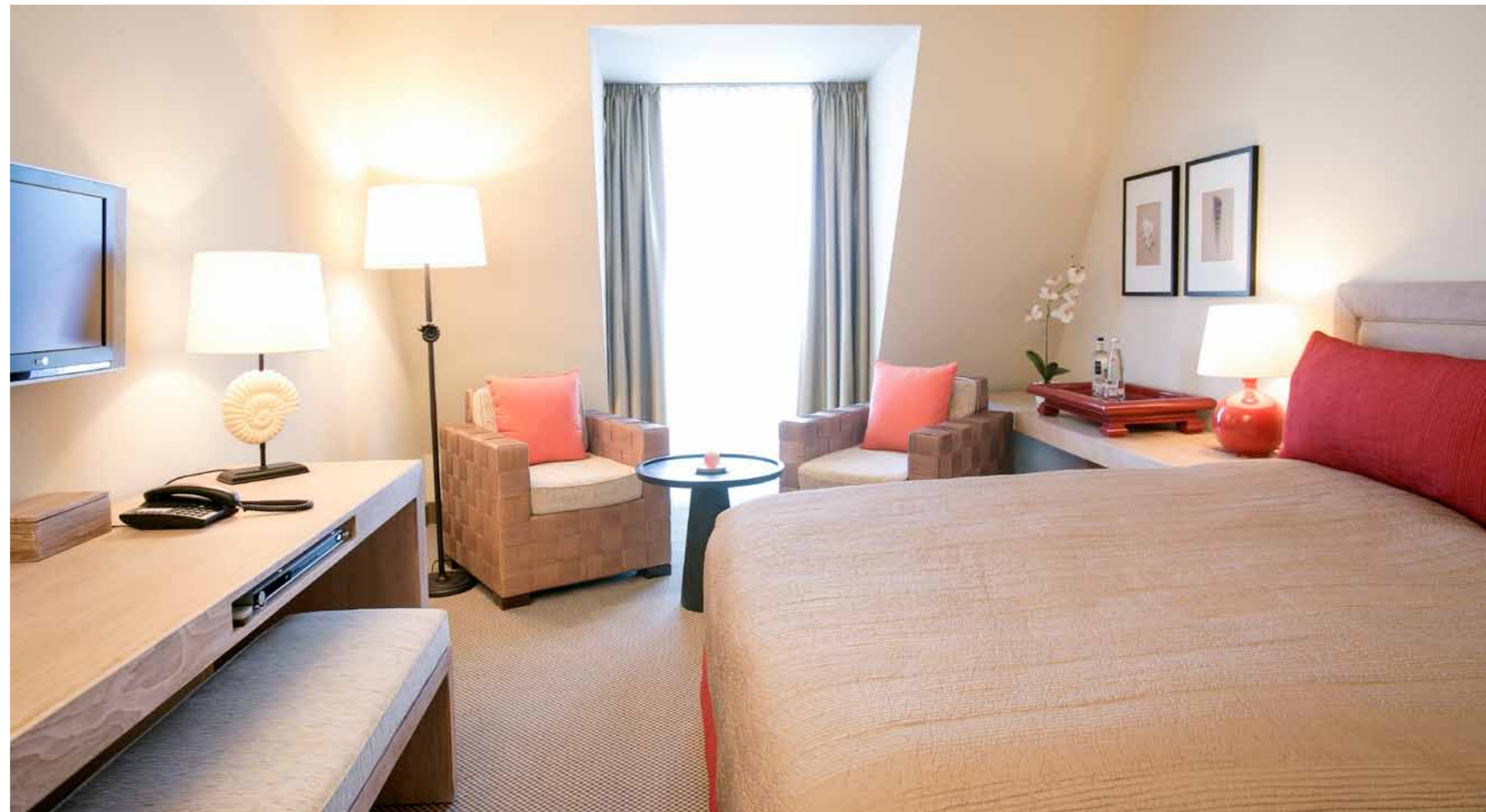
Address
 Seestraße 60
 18374 Zingst, Germany

Hotel facilities
 117 rooms and 6 suites, two
 of them in the „Kapitänshaus“

3



4





BERLIN COCA-COLA

Coca-Cola's new German headquarters is situated in the middle of the Media Spree in Berlin, next to media companies such as MTV/Viva. The side of the seven-storey building facing the Spree is completely glazed with gallery-like balconies and fixed sun protection. The three other facades have conspicuous cladding consisting of glazed ceramic elements in different shades of red. In keeping with the open-space concept, the office areas are primarily open-plan.

The headquarters' modern design is accentuated by the elegant GROHE Essence fittings series. On the washbasins, GROHE SilkMove® technology guarantees effortless operation of the ergonomically shaped lever.

2



- 1 The colour of the façades changes in five stages around a clear signal red, brightening or darkening by two nuances.
- 2 The company's hallmark colour is also a fixed component of the interior design.
- 3 The toilet flushing system harmonises with the overall look. The GROHE Skate Cosmopolitan cover plate – in white at the Coca-Cola headquarters – is available in different colours and surface materials that perfectly reflect the style of the surrounding building.



Sergei Tchoban

Architect

nps tchoban voss
Sergei Tchoban, Architekt BDA
Berlin, Germany

Address

Stralauer Allee 4
Berlin, Germany

Date of completion

2013

Client

HOCHTIEF
Projektentwicklung GmbH

Area used

approx. 10,300 m²

3





SAGRES MARTINHAL

1



- 1 Situated on the edge of a national park, the building's architectural design is in harmony with the natural coastal landscape.
- 2 One of the resort's five pools with a stunning view of the beach.

2



The luxurious Martinhal Beach Resort & Hotel is in a paradisiacal location, in the middle of the pristine West Algarve. Near the historic, well-preserved fishing village of Sagres, it has a view of a magnificent white beach. The exclusive holiday complex, with 37 rooms as well as comfortable houses and villas, provides for a picturesque stay. The symbiosis between five-star luxury and family-oriented hospitality in sublime natural surroundings is a perfect concept. The culinary delights served in the restaurant are also in keeping with this theme, incorporating traditional food, spices, and specialities from local providers and producers.

The hotel's elegant, restrained design has also been implemented in the bathrooms. The GROHE Essence faucet line impresses due to its stylish design and pure comfort. The cylindrical shape creates a fluid profile that dazzles. In addition, GROHE StarLight® technology enables the pivot spout to shine in exquisite splendour.

3



4

Architect
 Conran and Partners
 London and Brighton, UK

Interior Design
 Michael Sodeau
 London, UK

Address
 Quinta do Martinhal
 Apartado 54
 Sagres, Portugal

Date of completion
 2010

Number of rooms
 168



5



- 3 The interior has a modern, homey lounge atmosphere. Natural materials typical of the country, including wood, cork, and stone, were used for the furniture.
- 4 Green and earth tones accentuate the stylish natural ambience of the rooms.
- 5 The GROHE Essence basin mixer, featuring SilkMove® technology, provides pure comfort in the rooms.



POWYS YNYSHIR HALL

1

Ynyshir Hall is located in an enchanting natural setting full of serene beauty. The owners Joan and Rob Reen designed the interior of this impressive hotel themselves. The ten splendidly furnished rooms have a discreet elegance and luxurious comfort. All of the suites, some with living rooms, have imposing bathrooms. The rooms, mixing traditional and carefully chosen elements, were furnished with selected details and named after famous artists. For his work of art, Rob Reen was inspired by the natural beauty of the surrounding countryside.

The sensual minimalism of the GROHE Veris fittings line in the bathrooms not only provides for pure recuperative enjoyment, but the design also embodies a balanced symbiosis of objectivity and emotion. Sinuous curves alternate with clear lines, creating fascinating, timeless forms that resonate with the charm of the property. The GROHE Veris thermostat regulates the water temperature making each showering experience pure enjoyment.



2



Joan Reen

Interior Design

Joan Reen

Address

Eglwysfach, Machynlleth
Powys SY20 8TA, UK

Number of rooms

10

3



4



- 1 The estate is in an idyllic location between the mountains and the sea. Parts of the hall date back to the 15th century. The 1,000 hectares surrounding the property are a bird sanctuary.
- 2 The spacious and luxurious bathrooms have a walk-in shower, freestanding bathtub, and floor heating.
- 3 The luxurious Chagall Suite includes a living room with a fireplace, an outdoor area, and a spacious bathroom. The rooms afford a magnificent view of the garden and the mountains.
- 4 The extravagant design and the colour scheme of the bathrooms offer a special spa experience. The GROHE Veris washbasin mixer accentuates the bathroom's expressive design.



HAMBURG HAUS DER PHILANTHROPIE

For the rooms of the globally active Plan International Deutschland e.V. children's aid organisation in Hamburg, a new office concept was developed that makes the spaces more open, more team-oriented, and more efficient. With the aim of promoting teamwork among employees, the Munich-based interior design office designfunktion used an open space concept as the architectural basis. Due to the complete opening of the space, zones that were used only as ancillary rooms, because they were not well lit due to the room's great depth and the shade from an adjacent building, are now flooded with light. For each continent on which Plan is active, a distinctive colour scheme was chosen, with which the materials, wall colours, carpeting, and acoustic textiles were coordinated and which accentuates the white, anthracite, and grey tones of the office areas. This colour differentiation gives the building personality and individuality and at the same time is a practical guidance system.

The GROHE Essence fittings line is used in the sanitary facilities. The cartridge with GROHE SilkMove® technology minimises friction, enabling the amount of water and temperature to be adjusted precisely and easily for a long period of time, reducing wear and tear to an absolute minimum. Additionally, the GROHE Essence design is marked by elegant minimalism.

1



2



- 1 The innovative technology of GROHE Essence fittings guarantees easy operation. The GROHE single-lever mixers contain user-friendly technology.
- 2 Due to the opening of the spaces and energy-efficient LED lighting, even areas deep in the space can be used.
- 3 The architects generously opened the entrance area creating a direct link to the new conference and cafeteria area.

3



Architect
schneider+schumacher
Frankfurt, Germany

Interior Design
designfunktion
Munich, Germany
schneider+schumacher
Frankfurt, Germany

Address
Bramfelder Str. 70
Hamburg, Germany



PAPENBURG QUANTUM OF THE SEAS

1

The cruise ship Quantum of the Seas has set standards of luxury and boasts groundbreaking innovations, new experiences and extraordinary activities. The extravagant concept includes the RipCord by iFly, which enables guests to experience the thrill of skydiving on the sea for the first time, and the miraculous North Star, on which guests can rise to a height of 90 metres (295) feet above sea level in a jewel-shaped glass capsule. The largest interior activity space on the seas offers SeaPlex, autoscooter, and roller skating.

The cruise ship's luxurious standards are accentuated in the bathrooms by the GROHE Allure line. Cylindrical bodies emanating from square and rectangular rosettes produce a minimalistic character and perfect proportions for an extremely elegant design. State-of-the-art technology corresponds to the innovative technological standard of the ship.



2



4



- 1 The ship is in the Quantum class, part of the fleet of the international cruise line Royal Caribbean International, sails to more than 290 destinations in 71 countries.
- 2 The Royal Loft Suite offers pure luxury extending over two decks, and has a whirlpool on the balcony to boot.
- 3 The cruise ship realises a symbiosis between comfort, thrilling leisure activities, and innovative technology.
- 4 The overall design of the ship surfaces is characterised by luxurious elegance.
- 5 The stylish bathrooms are equipped with GROHE Allure for pure elegance and comfort on board.

Wharf
 Meyer Werft
 Papenburg, Germany

Interior Design
 5+design
 Hollywood, USA

Date of completion
 2014

Passengers
 4.905

3



5





ROGAŠKA SLATINA ORANDA VILLAGE

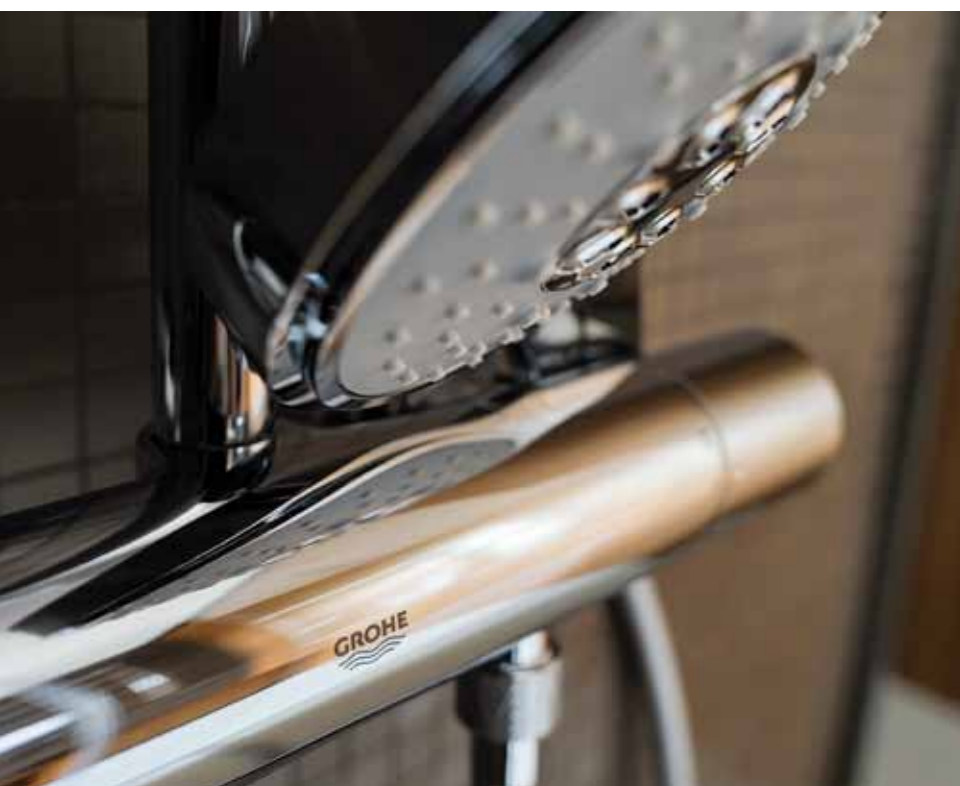
Oranda Village is a place where tradition and luxury merge. On a hill, five houses and ten luxury flats cater to recuperation in an idyllic haven of solitude, while a high standard and an elegant design result in breathtaking living areas. The generously laid out architecture enables guests to revel in pure nature. The spacious apartments encompass 120 square metres (1,292 square feet) and each has two bedrooms, two bathrooms, a large living room area, and a fully furnished kitchen. Their terraces afford a direct view of a spectacular natural setting. Thermal water, crystal glass, and rolling vineyards characterise the spa town of Rogaška Slatina, which offers recuperation and enjoyment.

In addition to boasting a high-quality design, the kitchens are highly user-friendly, and culinary delights can be concocted conveniently in the flats. EasyTouch technology enables one to operate the lever easily and practically with the back of one's hand, wrist, or forearm without leaving traces on the fittings. The hygienic technology is concealed inside, preserving the elegant design.



- 1 The comfortable houses are embedded in a spectacular natural setting.
- 2 Luxuriously appointed kitchens and state-of-the-art technology harmonise with a luxurious design.
- 3 The modern GROHE products are balm to the soul.
- 4 The bathrooms exude elegance and maximise sensual recuperation.

3



4



Architect

AB objekt d.o.o.
Boštjan Matul,
Dominik Sagadin
Slovenske Konjice, Slovenia

Interior Design

AB objekt d.o.o.
Boštjan Matul,
Dominik Sagadin
Slovenske Konjice, Slovenia

Address

Cvetlični hrib, 3250 Rogaška
Rogaška Slatina, Slovenia

Date of completion

2014



PARIS HOTEL VILLA SAXE EIFFEL

1



Hotel Villa Saxe Eiffel is situated in a romantic setting between the Eiffel Tower and Montparnasse in the heart of Paris's Left Bank. The hotel was designed to be a secluded haven catering to relaxation, removed from the bustle of the city, nestled within greenery. By means of architectural interventions, the old building was converted into a modern hotel. Contemporary use of materials and colour elicits warmth, peace, and harmony, creating a soothing interior.

In the bathrooms, stylish design harmonises with pure comfort. GROHE Lineare ennobles the washbasins, while GROHE Tempesta Neu Cosmopolitan and Silverflex Accessoires enhance the aesthetics of the showers. The choice of different colours for the GROHE Icon showerheads varies the design, while the innovative technology of the GROHE Rapid SL installation systems ensures sustainable usage of the resource water.



Laure Zucconi

Arnaud Basselier

Architect

Laure Zucconi, DZ Architecture
Paris, France
and
Arnaud Basselier
Basselier Jarzaguet Architectes
Paris, France

Address

9 Villa de Saxe
Paris, France

Date of completion

2014

Number of rooms

48



- 1 Behind the bold Corten steel façade is an inviting reception area teeming with character.
- 2 Silver and gold shades define the interior colour scheme.
- 3 Incorporating contemporary colours and materials, the interiors of the lounge exude warmth, serenity, and harmony producing a calming effect.
- 4 The GROHE Rainshower® Icon 150 hand shower offers a luxurious showering experience thanks to several innovative technologies.
- 5 The entire interior and room furnishings elicit a sense of pure wellbeing.



LONDON THE LONDON EDITION

The historic interior of the London EDITION Hotel was restored based on its former grandeur and carefully juxtaposed with selected modern and contemporary pieces. A stylish symbiosis between luxurious lifestyle, tradition, and elements creating warmth produces a charismatic and highly discerning atmosphere. The interior concept, thought out down to the last detail, combines groundbreaking innovation and sophisticated design.

The GROHE Euphoria Cosmopolitan Stick hand shower combines a wealth of extraordinary technologies for luxurious showering experiences with discreet design. SpeedClean nozzles create a perfect look. While GROHE DreamSpray® technology produces an efficiently distributed stream pattern that stimulates all the senses, GROHE CoolTouch® guarantees protection from scalding. Additionally, GROHE EcoJoy® ensures economical water usage. GROHE Essence fittings adorn the washbasins.

1

Interior Design

Ian Schrager Company
New York, USA
in collaboration with
Yabu Pushelberg
New York, USA

Address

10 Berners Street
London, UK

Number of rooms

173



2



1 More than 173 unique rooms and suites are equipped with oak parquet flooring and walnut and light oak panelled walls.

2 Innovative and stylish GROHE products ennoble the design of the bathrooms and meet the hotel's comfort requirements.

AMERICAS



AMERICAS

- Antigua 138
- Brazil 156
- Canada 142/164
- Chile 146/158/168
- Mexico 152
- USA 162/172





1

ANTIGUA JUMBY BAY, A ROSEWOOD RESORT

Palace-like villas crown the Jumby Bay, A Rosewood Resort. The newest and largest beachfront home, Lazy Lizard, epitomises top-class luxury. The house is a break-taking haven and a paradisiacal idyll commanding a panoramic view of the white sand beach. A luxurious mix of Caribbean and Asian architecture, the five-hectare property has eight pavilions, a spectacular free-form swimming pool, a swimming pavilion, bedroom suites in separate pavilions, and suites with an inspiring views of the sea.

The six bedrooms have exquisite en-suite bathrooms with spacious tubs. The bathrooms are equipped with GROHE Arden fittings, which boast magnificent yet minimalistic elegance.





Architect
Andrew Goodenough Architect
Antigua, West Indies

Interior Design
Miami-based IDC
Miami, USA

Address
Jumby Bay Island
St John's, Antigua

Number of rooms
40



- 1 The property has the spirit of a tropical place of refuge in a romantic English colonial style.
- 2 Open-air living rooms provide an unobstructed view of the spectacular surroundings.
- 3 The resort's croquet lawn is located next to the Estate House restaurant.
- 4 The entire property coalesces with the breathtaking vastness of the sea.
- 5 The lagoon shaped Infinity Pool gives the illusion of blending seamlessly into the Caribbean Sea. An ideal place for uninterrupted sunbathing and relaxation.



WINNIPEG MERE

Distinguished by its refreshing architecture, the Mere Hotel is ideally situated near all of Winnipeg's important cultural sights. The hotel has a striking outer façade with a characteristic artistic design. The interior design concept embodies balanced minimalism. The rooms are extremely simple yet still inspiring and fascinating.

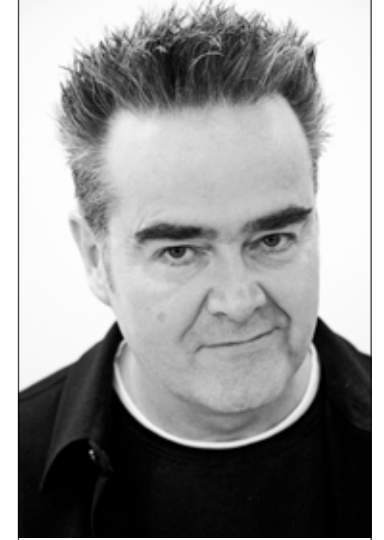
To offer a high standard of comfort and pure recuperative pleasure, the bathrooms are equipped with rain showers. Accentuating the hotel's modern architecture, the GROHE Eurosmart Cosmopolitan fittings reflects core values of minimalism. A fresh formal idiom is in line with the building's design concept. In addition to the high aesthetic standard, innovative technologies cater to user-oriented operation and need-based water delivery.



2



4



David Penner

Architect
 David Penner Architect
 Winnipeg, Canada
 and
 Harry Haid
 Arccadd Architecture Inc.
 Winnipeg, Canada

Interior Design
 Walker Lawson Interior
 Design Inc.
 Calgary, Canada

Developer
 Sunstone Winnipeg

Address
 333 Waterfront Drive
 Winnipeg, Canada

Number of rooms
 67

3



- 1 Embedded in a beautiful park, this characterful building has an ideal location in Winnipeg.
- 2 67 elegant rooms boast exceptional comfort.
- 3 Striking furniture creates outstanding design in the rooms. 40-inch flat-screen TVs maximise the comfort.
- 4 For an elegant design, the bathrooms are equipped with the GROHE Eurosmart Cosmopolitan fittings.



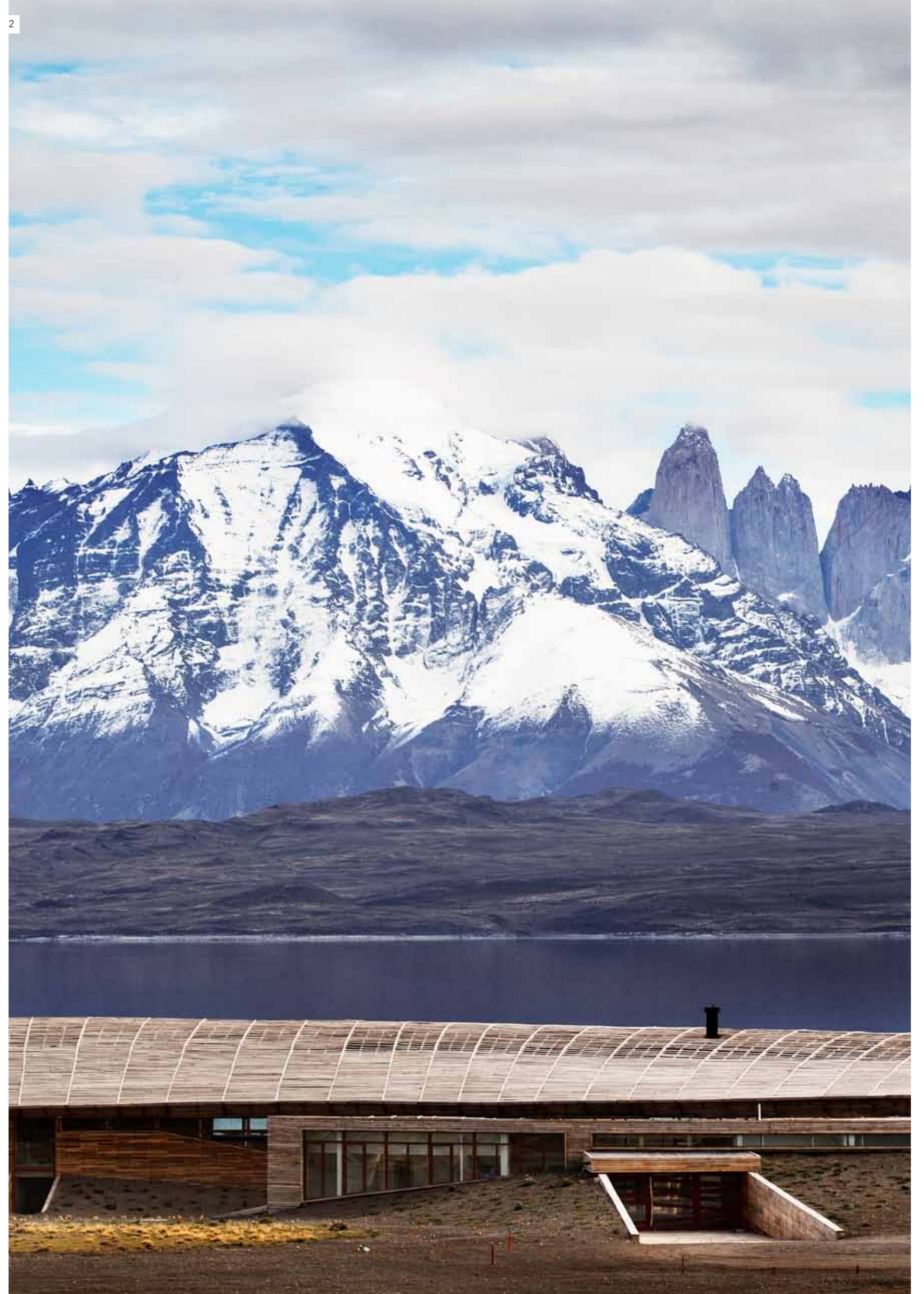
PATAGONIA HOTEL TIERRA PATAGONIA

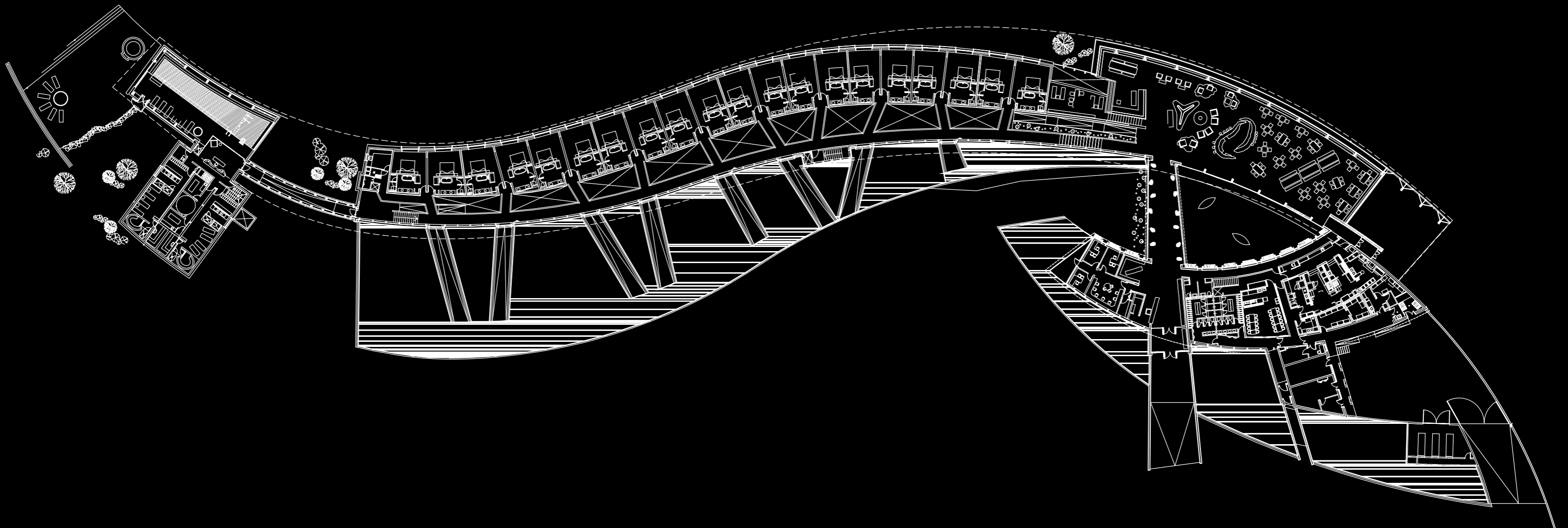
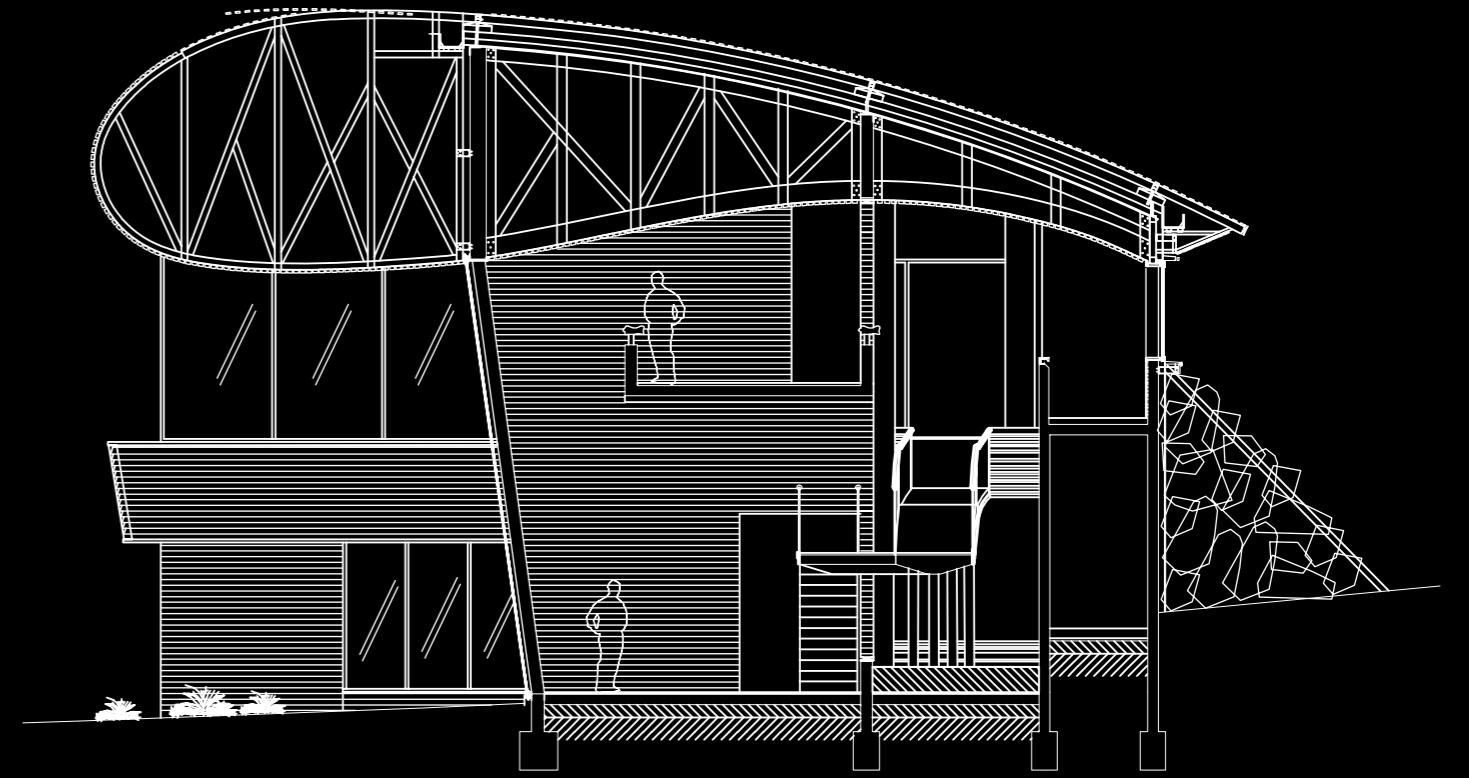
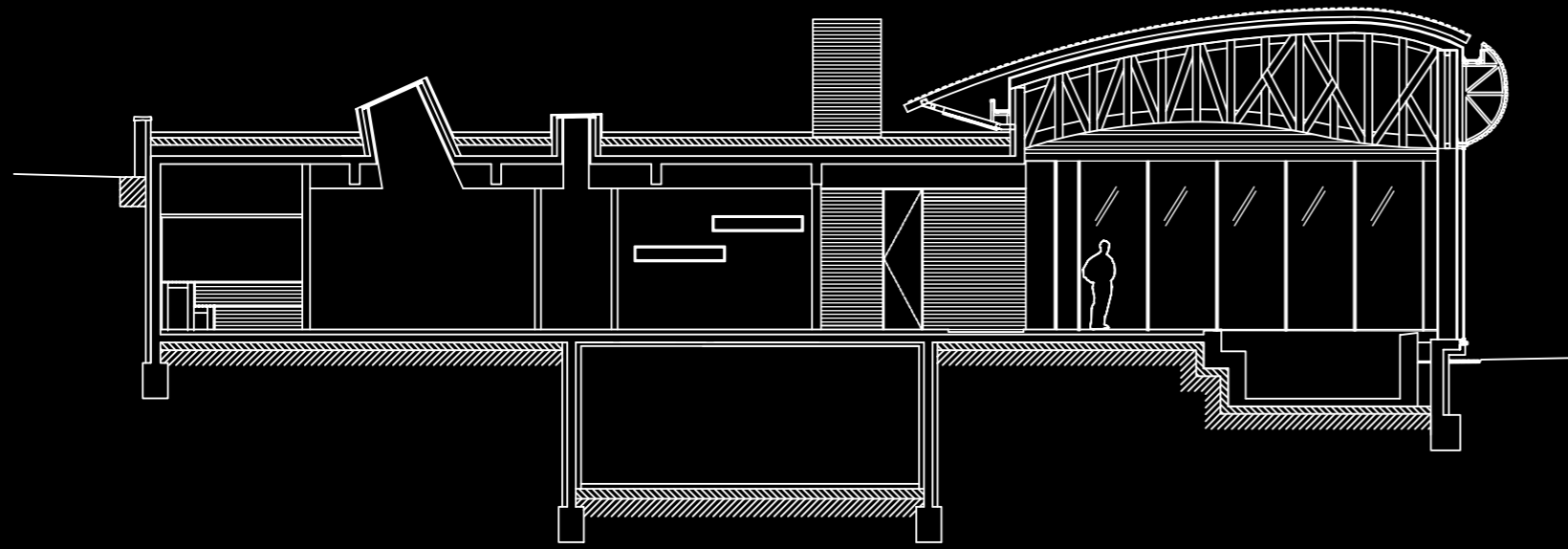
Documenting its imposing surroundings, this hotel is situated at the entrance to Torres del Paine National Park on the shore of Lake Sarmiento in Patagonia, Chile. The building's form fuses with the metaphysical countryside, creating a breathtaking symbiosis. It looks like the fossil of a prehistoric animal stranded on the lake's shore. The building, anchored to the ground with stone embankments, is clad in Lenga wood, giving it the appearance of a typical old wooden house.

1



2







7



- 1 The hotel is embedded in the countryside the way the island's residents are deeply rooted in the region's culture and traditions.
- 2 Influenced by the indigenous Tehuelche people, the hotel was built using natural materials from the region.
- 3 Situated on a bluff, the building looks like it rose from the earth.
- 4 Inside, wood-clad walls emanate warmth, safety, and protection, creating a casual ambience.
- 5 With its fluid profile, GROHE Essence correlates perfectly with the attractive washbasins.
- 6 The wooden panelling in the bathrooms creates a natural and pleasant atmosphere.
- 7 The furniture and textiles, made by Chilean artisans, boast high-quality workmanship.

5



6



Cazú Zegers

Architect
Cazú Zegers Arquitectura
Vitacura, Santiago, Chile

Associated Architects
Rodrigo Ferrer
Roberto Benavente

Interior Design
Carolina del Piano
Alexandra Edwards

Address
Lago Sarmiento, Torres del
Paine, XII Región, Chile

Area used
4,990 m²



LOS CABOS HOTEL SECRETS PUERTO LOS CABOS

Marked by boundless luxury, the Hotel Secrets Puerto Los Cabos on the Pacific coast is an idyllic oasis of breathtaking splendour. Five hundred exquisite rooms, each with a king-size bed, a bathroom with a Jacuzzi, and a terrace or balcony cleverly matched to the interior, all meet high aesthetic demands.

To pick up on the luxurious character of the hotel, numerous GROHE products were installed in the bathrooms. The GROHE BauClassic Washbasin One Hand Mixer enhances the design of the freestanding bathtubs. The exceedingly elegant GROHE Seabury central thermostat ensures reliable temperature control, while GROHE Rainshower Cosmopolitan head showers and Tempesta 100 Trio hand showers offer sensual showering experiences.



2



Architect

HKS, Inc.
Dallas, USA

Interior Design

Zyman & Zyman
Mexico-City, Mexico

Address

Av. Paseo de los Pescadores
S/N, La Playita
San José del Cabo, Mexico

Date of completion

2013

Client

Pulso Inmobiliario
Arq. Juan Carlos Rodero
Construction Director
Arq. Enrique Villanueva
Development Director
Arq. Jorge Bastidas
Construction Manager
Lomas de Chapultepec
Mexico-City, Mexico

Number of rooms

500

Area used

58,000 m²

- 1 Secrets Puerto Los Cabos Golf & Spa Resort has won several awards.
- 2 The interior and the setting have an extremely sensual aura.
- 3 The bathrooms display grandiose elegance skilfully provided by GROHE design.
- 4 The sublime building is tastefully situated in a secluded setting.

3



4





SÃO PAULO GUARULHOS AIRPORT

Terminal 3 of Guarulhos Airport in São Paulo is crowned by the new Star Alliance Lounge. Encompassing an area of more than 1,350 square meters (14,531 square feet), the lounge can accommodate up to 295 people. Located on a mezzanine level, it affords a view of the atrium and the airport apron. The use of wood, rope, natural fibres, and ceramic creates a cosy atmosphere in a sophisticated interior. Primarily indigenous Brazilian materials were used for the special handmade furniture.

The GROHE BauClassic fittings series on the washbasins embodies modern zeitgeist with traditional aesthetics and 21st-century technology. GROHE Eurosmart CE infrared electronics for the basins and the Atrio thermostat with an integrated two-way diverter guarantee resource-saving usage of water thanks to state-of-the-art sustainable technologies. The GROHE Ondus hand shower permits comfortable showering experiences.

Architect
biselli + katchborian
arquitetos associados
Sao Paulo, Brazil

Address
Rod. Hélio Smidt
São Paulo, Brazil

Date of completion
2014

Area used
13,774,100 m²

1



2



3



- 1 The design of the lounge has a living room atmosphere and a cosmopolitan flair.
- 2 All of the sitting areas have individual appeal.
- 3 In keeping with the special Star Alliance Lounge concept, local accents and aromas have been combined with global branding elements.



SANTIAGO CASA RIOS

The imposing building is situated halfway up a cliff in an impressive natural setting, with a privileged view of the mountains and a golf course. The roofs were conceived as terraces commanding excellent vistas. Only one material was used to erect the building, exposed concrete, with titanium dioxide added to make it lighter. The garden, on an elevated platform, affords a view of the golf course but cannot be seen itself, ensuring guests' privacy.

In keeping with the innovative design, GROHE Eurostyle fittings create a modern look while boasting myriad features. The clearly structured contours are enhanced by the GROHE StarLight® chrome surface. GROHE SilkMove® technology ensures that the equipment is user-friendly and easy to operate.

1



2





Gonzalo Mardones Viviani

Architect

Gonzalo Mardones Arquitecto
Santiago, Chile

Address

Valle Escondido
Lo Barnechea
Santiago, Chile

Date of completion

2013

4



5



6



1 The open side of the building faces the garden and the terrace and is protected from the sun.

2 The use of substrates, which were dubbed the sixth façade, is present in the rooms that are open, illuminating and ventilating the extension of the foundations.

3 Artificial grass, attached to rafters, produces an airbed that protects the building from the sun.

4 The entire interior is white to brighten things up.

5 The roofs were laid out with artificial grass.

6 One surface of the building is enclosed by walls and faces the street.



NEW YORK THE LARA

Architect
SLCE Architects
New York, USA

Address
113 Nassau Street
New York, USA

Date of completion
2013

Units
168



Encompassing an area of more than 10,000 square metres (107,639 square feet), this imposing tower embodies an extraordinary lifestyle thanks to the innovative residential units as well the Nassau Club @ The Lara. Light, spacious studio, one- and two-bedroom apartments offer space for modern living. With a breathtaking roof terrace, the Nassau Club commands magnificent views, while a fitness centre and boxing studio, a highly modern media room, barbecue stations, an indoor and outdoor lounge area, as well as a sculpture garden, provide an extensive leisure and enjoyment offer.

GROHE fittings accentuate the innovative zeitgeist of the residential and recreational complex. In the bathrooms, the aesthetic design of the user-friendly GROHE Essence line is impressive. The washbasin fittings in the kitchens are crowned by GROHE Minta. User-oriented EasyTouch technology enables the water flow to be turned on and off without leaving traces on the surface of the fitting when cooking. The technology was concealed inside to preserve the attractive design.



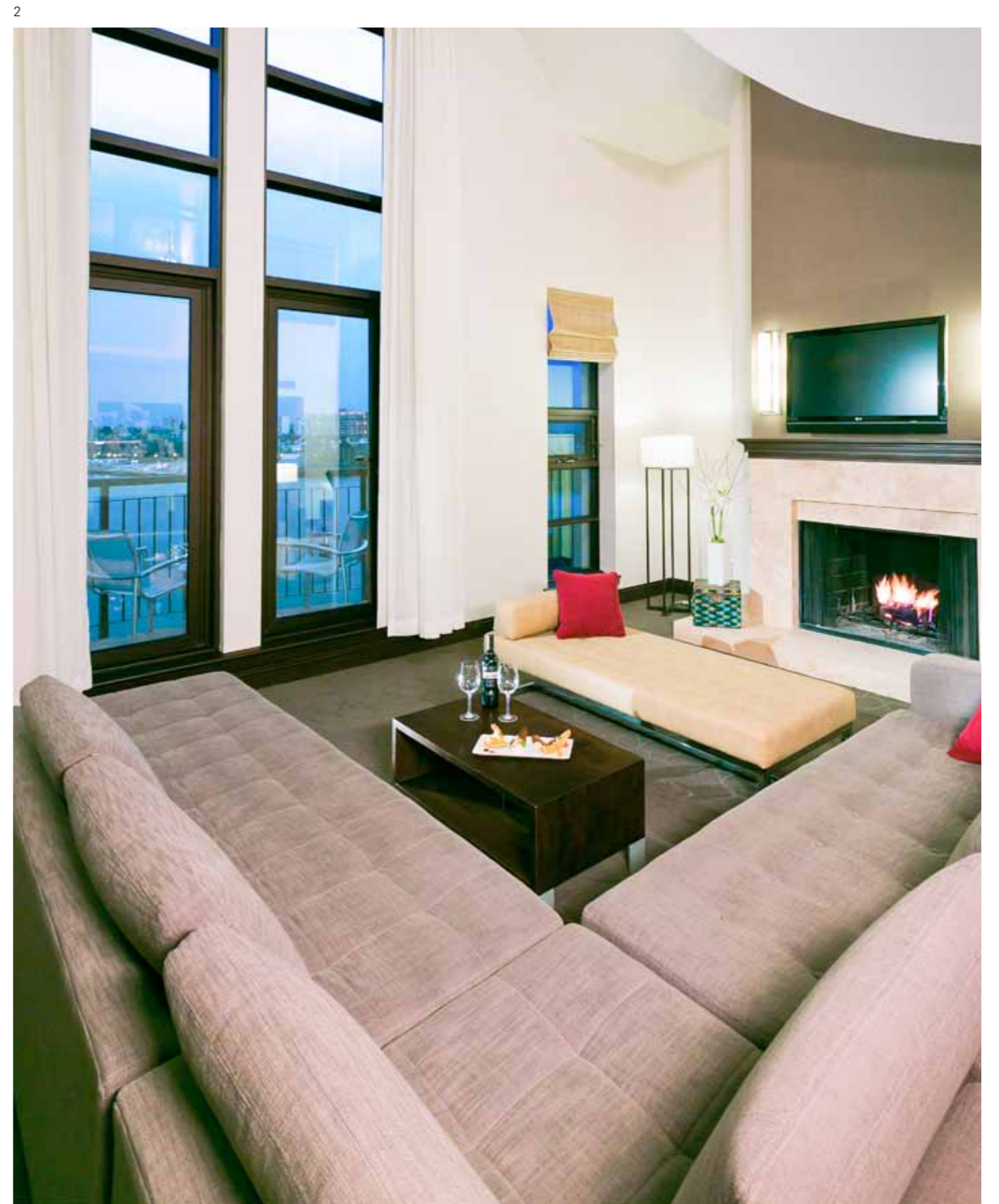
- 1 An elegant retro style ennobles the interior of the flats.
- 2 The elegant kitchen cabinets are made of German zebra wood.
- 3 The bathrooms are equipped with the comfortable GROHE Essence fittings line.



VICTORIA DELTA VICTORIA OCEAN POINTE RESORT AND SPA®

The charming Delta hotel in Victoria, the capital of the Canadian province of British Columbia, features a fresh design concept that reflects its inviting atmosphere. Situated on the city's Inner Harbour, with excellent traffic connections to the downtown area, the interior design relies on selected elements that evoke a special flair. Fresh, modern, versatile ModeRoom™ guest rooms give the hotel a distinctive style.

With the focus on modern architectural design, the bathrooms have been equipped with the GROHE Eurosmart Cosmopolitan fittings series. Alluding to a dynamic design concept, the angled transition from the fitting to the operating lever boasts a fresh visual idiom. The oval-shaped handle, which is directed slightly upwards at an angle of 7°, caters to easy handling, while the GROHE EcoJoy® technology is particularly efficient when it comes to conserving water.



3

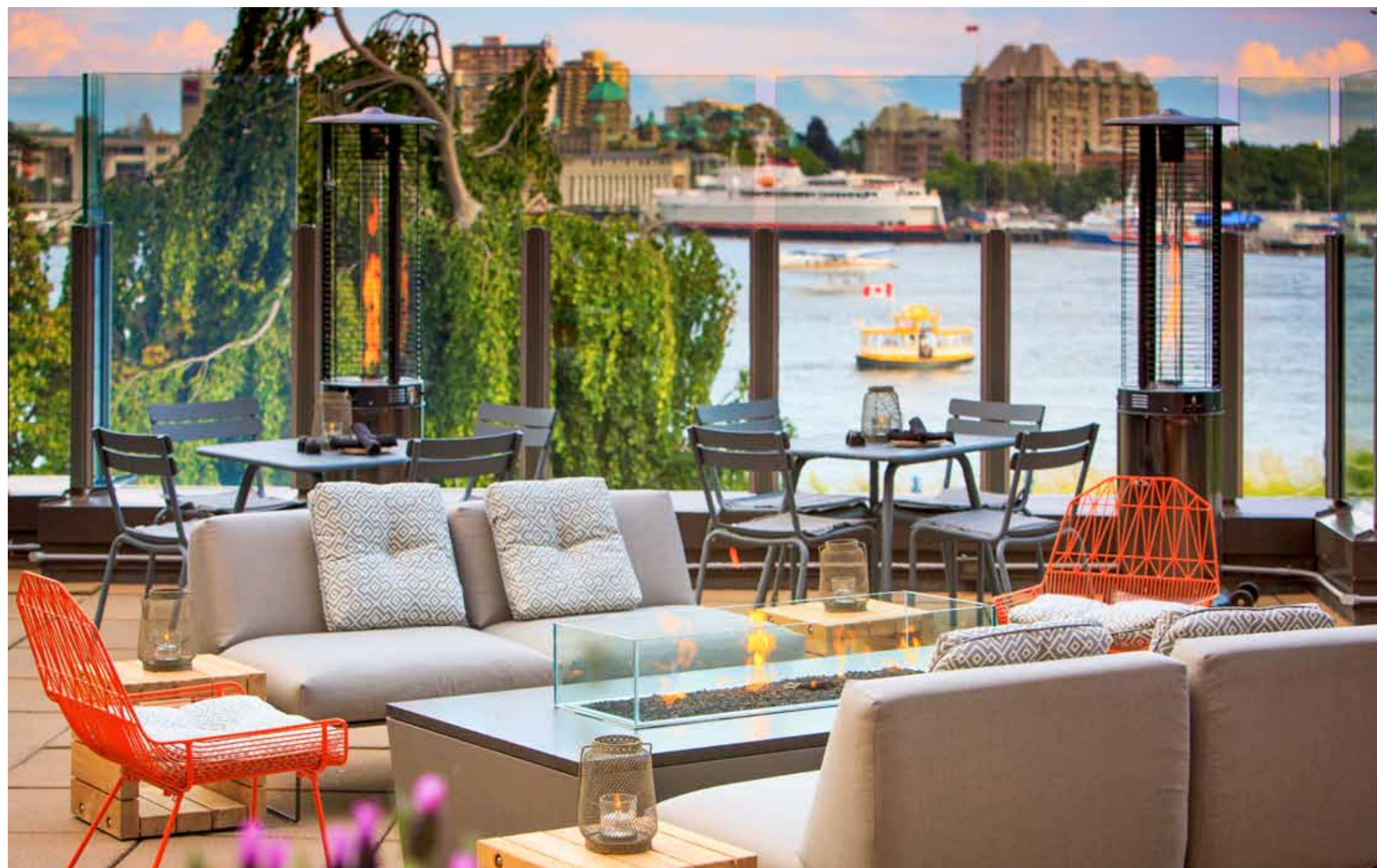


4



- 1 The ideal location close to cultural attractions, restaurants, and shopping areas guarantees a wide range of experiences.
- 2 To reflect the zeitgeist, the accentuating materials and wall cladding were conceived to be convertible.
- 3 GROHE Eurosmart Cosmopolitan washbasin fittings ennoble a modern design.
- 4 TheModeRoom™ guest rooms are based on a fuchsia, orange, or green animated colour scheme.
- 5 The rooms are extremely cosy and saturated with natural light.

5



Randa Tukan

Architect

HOK Architects
Toronto, Canada

Interior Design

HOK Design Team
Toronto, Canada

Address

100 Harbour Road
Victoria, British Columbia
Canada

Date of completion

2014

Client

Delta Hotels and Resorts

Number of rooms

240



SANTIAGO VITACURA HOUSE

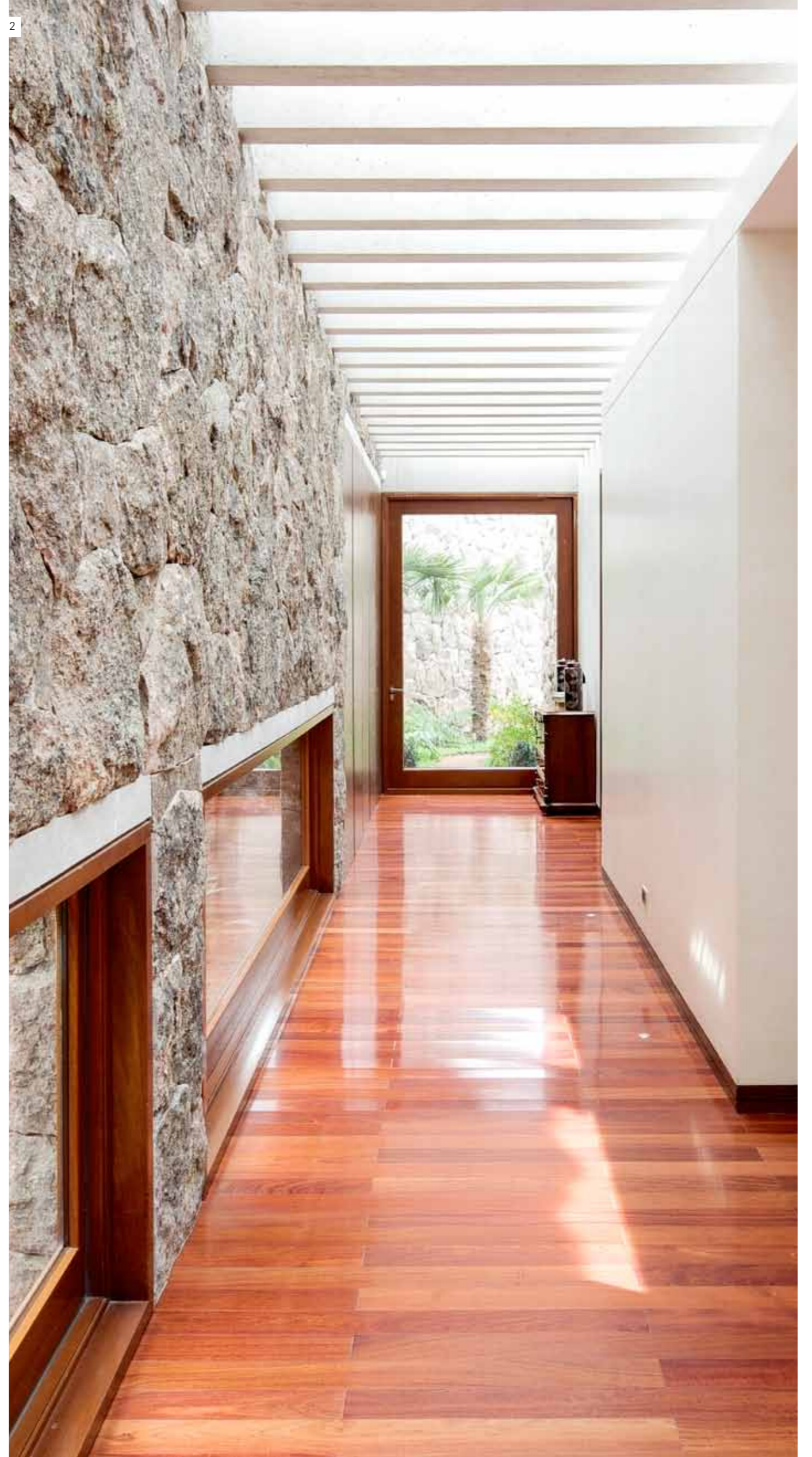
This private domicile is situated on a hill in the fashionable Vitacura residential area, commanding an extraordinary view of the South American metropolis Santiago and of snowy Andean peaks. Viewed from the outside, the building with its natural stone façade looks dark and sober. Taking a few steps down to the entrance, you feel like you are entering a cave. While the exterior is matter-of-fact and straight-lined, it exudes a warm and friendly atmosphere, created by natural materials such as wood, natural stone, and marble.

In addition to pools and water basins on the terraces, the architect has put special emphasis on special water enjoyment in the bathrooms. Marble with striking structures and colour contrasts yields an elegant design that is maximised in the main bathroom by the GROHE Allure Brilliant line. With its extraordinary design vocabulary, it looks like a polished diamond, making an expressive statement in this luxury bathroom. Additionally, it meets the highest modern standards with GROHE EcoJoy® water-saving technology.

1



2



3



5

Architect
 Christian de Groote Arquitectos
 Christian de Groote
 Camila del Fierro C.
 Santiago, Chile

Address
 Vitacura, Santiago, Chile

Date of completion
 2013

Area used
 1,300 m²



4



- 1 The architects have given free rein to their creativity while adhering to formal principles of contemporary architecture.
- 2 Oversized windows and clever skylights make the rooms bright and transparent.
- 3 On a higher level, a terrace provides a spectacular panorama of the city and majestic mountains.
- 4 The guest bedroom is equipped with a design icon from the GROHE SPA® range: GROHE Ondus®. Its minimalistic style and the colour 'velvet black' go perfectly with the dark marble aesthetics of the room.
- 5 The clear, minimalistic lines of the bathroom design conjure up opulent elegance complemented by the GROHE Allure Brilliant basin mixer.

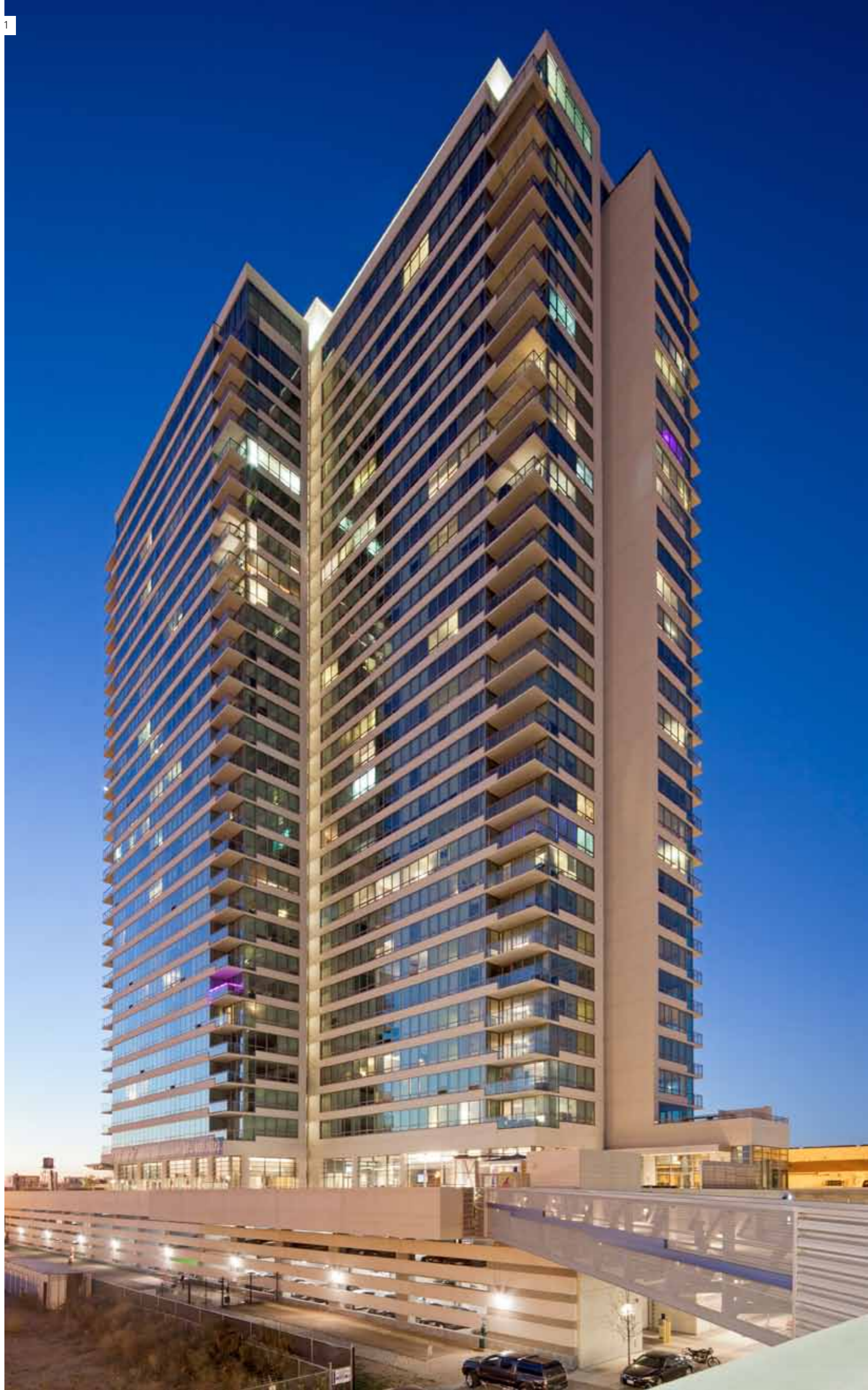


CHICAGO K2 APARTMENTS

K2 at K Station is a new large luxury apartment tower located in Chicago's dynamic Fulton River district. It houses 496 residential units geared to the needs of different lifestyles. With seven different apartment models, the prize-winning designers demonstrate their vision of how urban life can be imbued with luxury. Each model was customised and geared to a certain market segment, for singles or couples, to demonstrate the wide range of lifestyle possibilities at K2.

The luxury and lifestyle character of the modern residential project is reflected by GROHE products with a high standard of aesthetics and comfort. The GROHE Concetto fittings series impresses with cylindrical shapes that create a modern look. The interplay between precisely executed lines, angles, and curves yields a harmonious profile. On top of that, GROHE SilkMove® technology facilitates water regulation.

2



3



- 1 The elegant K2 tower caters to luxurious lifestyles.
- 2 K2 is a major architectural project delivered by Pappageorge Haymes Partners.
- 3 With an environment-friendly, intelligent design, the flats uniquely combine a warm elegant style with streamlined modern aesthetics.

- 4 The apartments offer an awe-inspiring view of Chicago's skyline.
- 5 The floor plan for the corridors on the 33rd floor. The residential tower houses units ranging from efficiently furnished studios to opulent two bedroom penthouses.

4



Brian Kidd
AIA, LEED AP BD+C

Project Architect
Pappageorge
Haymes Partners
Chicago Illinois, USA

Interior Design
Adrian Smith + Gordon Gill
Architecture LLP
Chicago Illinois, USA

Address
365 North Halsted Street
Chicago, IL 60661, USA

5



ASIA & PACIFIC



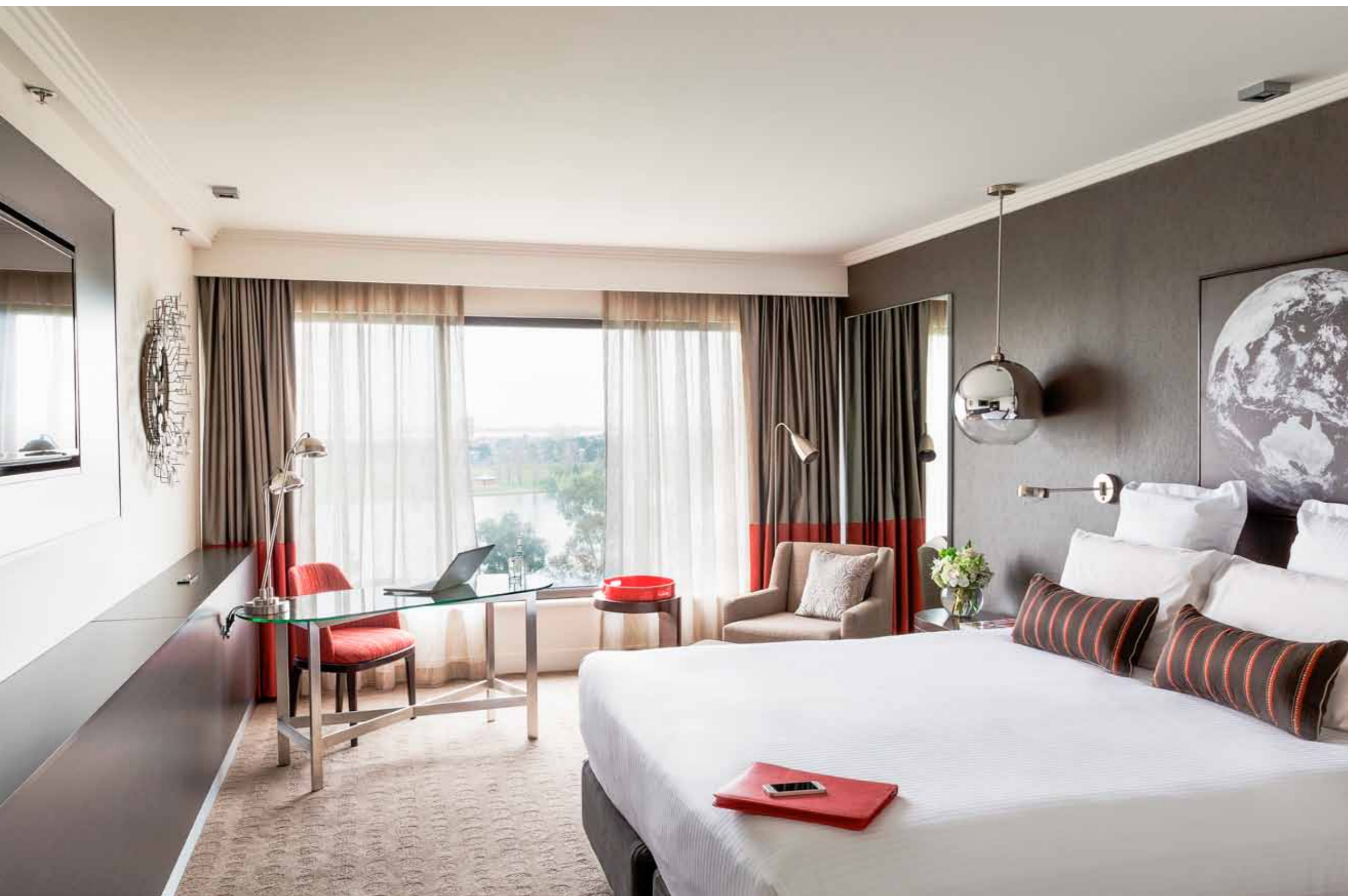
ASIA & PACIFIC

- Australia 178
- Hong Kong 200
- India 196/204
- Japan 192
- Malaysia 182
- Singapore 184
- Vietnam 188



MELBOURNE PULLMAN MELBOURNE ALBERT PARK

1



After a recent refurbishment, the Pullman Melbourne Albert Park has become a part of Australia's largest growing five-star brand. With a direct view of the Formula One Grand Prix circuit and 31 event spaces, the hotel occupies a fantastic location and is one of the largest hotel-based event venues in Melbourne. Designed and created with the business traveller in mind, Pullman Melbourne Albert Park features Windows Restaurant, the Atrium Lounge, Espresso Bar, a fully equipped Fit Lounge, indoor swimming pool, spa, and sauna.

Given the high standard of comfort, it was only natural that GROHE BauEdge products were used for the washbasins and showers. The consistent employment of diamond shapes creates a modern silhouette, while the lever handle with a 7° angle is designed for comfortable usage.

2



- 1 As part of a dramatic transformation of the hotel, the rooms were designed in a contemporary colour scheme with gold, red, and chocolate, as well as with technical knowhow that meets the needs of business travellers.
- 2 The outstanding comfort of the GROHE fittings enables smooth handling.
- 3 The lobby's new look impresses guests when they arrive, with a design catering to business needs and to relaxation as a calm retreat.
- 4 The Pullman Executive Lounge, a hallmark of every Pullman hotel, meets demanding standards with cosy plush sofas and LED TVs.
- 5 The clear cylindrical profile and the bevelled edges of the GROHE Tempesta Neu Cosmopolitan hand shower are the ideal choice for a modern architectural bathroom.



Interior Design
 Meriem Hall Designs
 Singapore

Address
 65 Queens Rd
 Albert Park VIC 3004
 Melbourne, Australia

Date of completion
 1970

Number of rooms
 169



PULAU LANGKAWI MERITUS PELANGI

1



In the style of a traditional Malaysian village, the Meritus Pelangi Beach Resort & Spa, situated on famous Cenang Beach, is a dreamy paradise in a tropical landscape. The rooms were built on stilts in groups of one- and two-storey wooden houses. Their spacious verandas look out over the surrounding gardens.

The GROHE New Tempesta hand showers in the bathrooms cater to pure recuperation. Two spray patterns and GROHE DreamSpray® offer luxurious showering experiences. The design fits any contemporary bathroom environment, while GROHE EcoJoy® provides need-oriented water delivery.

2



Lei Siew Hong, Nashzelima Bte Ngadmin and Mak Sook Har

Interior Design
Blu Water Studio Sdn Bhd
Kuala Lumpur, Malaysia

Address
Pantai Cenang,
Langkawi, Malaysia

Date of completion
2012

Number of rooms
352

3



- 1 The rooms and suites boast exciting and stylish interiors.
- 2 The GROHE New Tempesta hand shower contains the voluminous, air-enhanced GROHE RainO² jet.
- 3 In a quiet location, the Meritus Club Lounge offers exclusivity, comfort, and personal service.



SINGAPORE SHANGRI LA SENTOSA

Situated right on the beach of Singapore, Shangri-La Rasa Sentosa Resort & Spa boasts opulent luxury in an idyllic location. It is a fascinating haven of pure relaxation. The rooms command a view of the South China Sea and lush landscaped gardens. Extraordinary comfort in the tropics meets comfortable accommodation amidst a natural landscape.

Tailored to sensual pleasure, the GROHE Euphoria 110 Massage shower set brings body, mind, and spirit into harmony. With varying kinds of streams, GROHE DreamSpray® technology promotes luxurious showering enjoyment, while the GROHE SprayDimmer ensures controlled water flow. Elegant GROHE Eurodisc fittings glisten on the washbasins.



2



Architect
 RSP Architects
 Planners & Engineers
 Singapore

Interior Design
 Design Bube (2011)
 Stade, Germany
 Leo Designers (1993)
 Singapore

Address
 101 Siloso Road, Sentosa
 Singapore

Client
 Shangri-La Hotels

Number of rooms
 454

3



4



- 1 This magnificent hotel is embedded in a beautiful garden lagoon.
- 2 The Sentosa Suite, an exclusive presidential suite, maximises the feeling of pure luxury with an indoor Jacuzzi and a view of the sea.
- 3 The long glass windows and terraces of the Deluxe Garden rooms afford a view of the resort's tropical vegetation.
- 4 The Panorama Suite, generously equipped with a living room and a bedroom as well as an extensive terrace, offers a panoramic view.



1



HANOI JW MARRIOTT HANOI

Located in the new central business district of Hanoi, the JW Marriott Hanoi consists of 450 comfortable rooms, 17 event rooms including two column-free ballrooms. The hotel offers a wide selection of authentic Vietnamese and Asian treatments in its nine private spa rooms. The fitness by JW has weight and cardio machines, a yoga studio, as well as a sauna and steam room for work out and relaxation. The expressive architecture and authentic service offer a perfect setting for regional and global meetings.

In terms of sanitary facilities, GROHE Eurocube washbasin and bathtub fittings ennoble the hotel's cosmopolitan design. The GROHE Rainshower® Allure 230 head shower and the Euphoria Cosmopolitan Stick hand shower offer sensual water enjoyment, while GROHE Talentofill equipment, Rapid SL for wall-mounted WCS, and Tectron Skate actuator plates enable regulated and sustainable usage of water.

- 1 Quiet luxury is combined with a warmly authentic and relaxed atmosphere in the compelling architecture and a flawless interior.
- 2 The use of GROHE products enhances the aesthetic design of the bathrooms.
- 3 The elegant, stylish design of the guest room is marked by wooden floors and floor-to-ceiling windows.
- 4 In a modern atmosphere, the JW Café restaurant offers attractive views of the lake and serves authentic cuisine from Vietnam, Italy, Japan, Korea, and Canton.

2



3



4



Wing-Shun Leung

Architect
 Wing-Shun Leung, BA (Hons).
 Dip Arch. ARB. Associate

Interior Design
 Peter Silling & Associates
 Hotel Interior Design Ltd.
 Hong Kong, China
 and
 Carlos Zapata Studios NY
 New York, USA

Address
 No 8 Do Duc Duc Road
 Hanoi, Vietnam

Date of completion
 2013

Number of rooms
 450



OSAKA HILTON

1



The impressive Hilton Osaka hotel is situated in a prime spot of the city. In addition to the top location, 16 event rooms, the Sakura ballroom, which can accommodate up to 1,000 people, and rooms with work spaces are ideal facilities for international meetings, exhibitions, and galas. The exquisite Italian cuisine served in the Windows of the World restaurant on the 35th floor, with a magnificent view of Osaka, tickles the palate, while the Genji restaurant features classical Japanese food.

The GROHE products in the bathrooms perfectly meet the hotel's comfort requirements. The GROHE Grohtherm 2000 thermostat enables regulated and sustainable usage of the valuable resource that is water. The GROHE Rainshower® 210 shower system employs the ultimate technological knowhow. A head shower, the Sena fixed shower head, four swivel side showers, and GROHE DreamSpray® technology promote sensual showering enjoyment, while GROHE CoolTouch® offers reliable protection from scalding.

- 1 Situated in the heart of the lively business, shopping, and entertainment district of Osaka, the imposing hotel building is in an ideal location.
- 2 The spacious, stylish rooms command a superb view of the city.
- 3 The lighting and the design with Japanese accents create an especially elegant ambience.

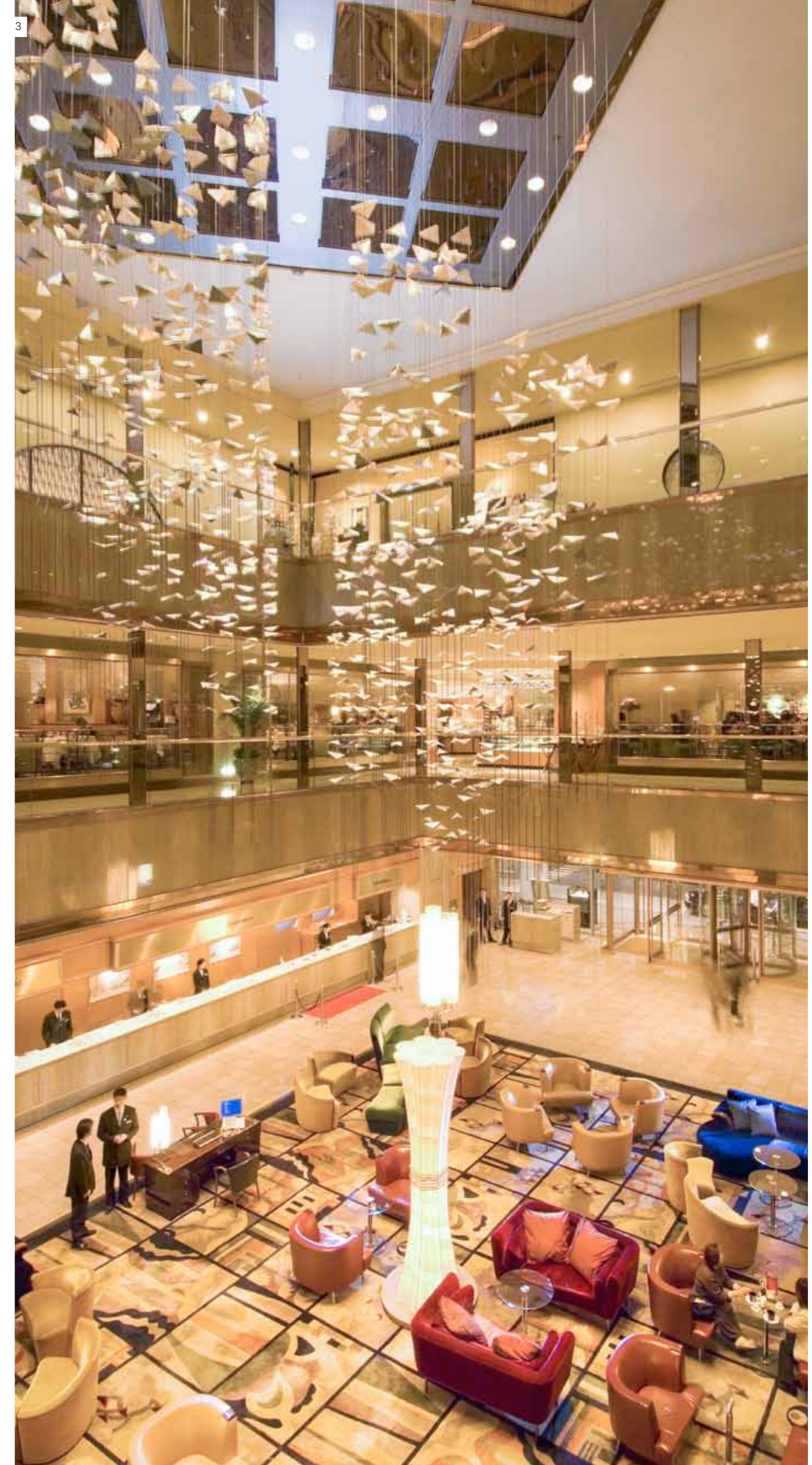


Architect
 William B. Tabler Architects
 New York, USA

Address
 530-0001, Osaka, 8-8
 Umeda 1-Chome
 Kita-Ku, Japan

Client
 Hilton World Wide

Number of rooms
 525





JAIPUR WORLD TRADE PARK

1



Geared to the fast-paced transformations of the business world, Jaipur World Trade Park is a platform that brings international trade, leisure pursuits, and business activities into harmony. Additionally, this comprehensive trade complex serves as a springboard for companies on a national level.

The expectation of innovative state-of-the-art technology is met in the sanitary facilities through the use of GROHE products. The GROHE Skate Cosmopolitan cover plate contains EcoJoy® technology as well as a double flush and start-and-stop operation, which guarantee sustainable use of water.



Anoop Bartaria

Architect

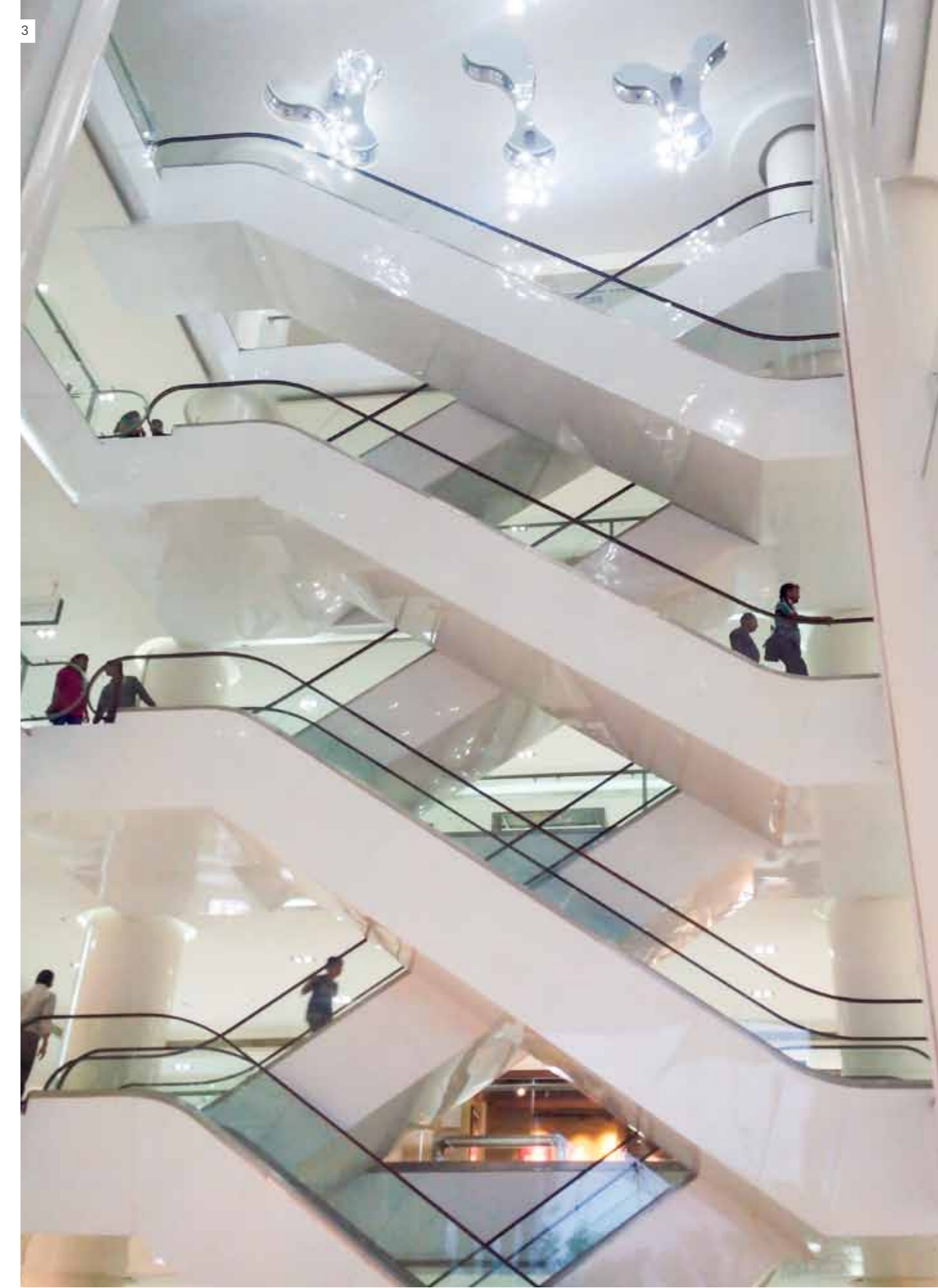
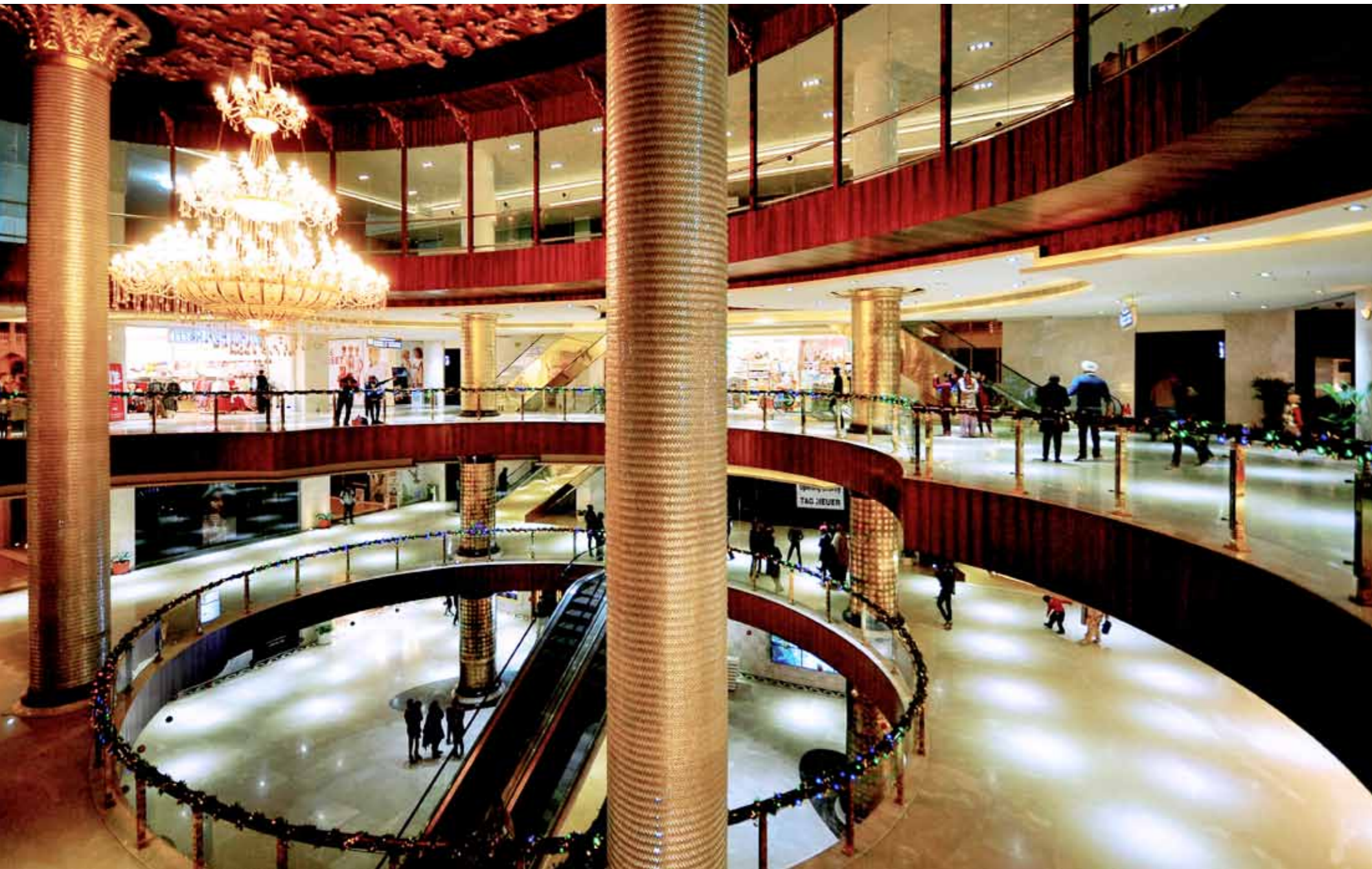
Anoop Bartaria
Sincere Architects
Jaipur, India

Address

J.L.N Marg, D-Block
Malviya Nagar
Jaipur, India

Date of completion

2012



- 1 The expressive architecture internalises zeitgeist, innovation, and a claim to dynamic development in the business sector.
- 2 An elegant design defines contemporary lifestyle.
- 3 Extensive business and retail areas are brought into perfect interplay in this building.



1



HONG KONG THE SUMMA

The impressive Summa consists of modern and comfortable living spaces in Sai Ying Pun, a district of Hong Kong. The development combines intelligent living concepts with an exceedingly elegant design and interior. The flats command an exclusive view of Victoria Harbour. The kitchens have a sleek design, while Miele appliances ensure a high standard of comfort.

Like a diamond, the GROHE Allure Brilliant fittings line impresses with its extraordinary details. Faceted levels and surprising little nooks characterise an innovative design around the washbasins and bathtubs. The jewel-like character is maximised by the expressive design of the GROHE Sinfonia 3 battery holes washbasin and the bathtub battery. The curved design and the clever star handles create a majestic look.

2



3



- 1 The building's outer façade has an innovative and highly modern look.
- 2 In addition to the living spaces, a luxurious pool is a haven for relaxation.
- 3 The open kitchen in studio has an extremely charismatic design due to the unique structures of the GROHE K7 one-hand washbasin battery, while the SpeedClean rinsing spray ensures comfortable operation.
- 4 The lounge of the clubhouse: Both an aesthetic and modern design.
- 5 The spacious showers optimise sensual water enjoyment.
- 6 The clear contours of the GROHE Allure Brilliant fittings add a touch of elegance to the washbasins.

4



5



Architect
Yu Lin Keung
T. K. Tsui & Associates Limited
Hong Kong

Design Architect
Gary Chang
EDGE Design Institute Ltd.
Hong Kong

Interior Design
Antonio Cheung
CAL Interiors

Address
23 Hing Hon Road
Sai Ying Pun, Hong Kong

Date of completion
2014

Client
Vickon Limited

Number of rooms
168

6





JAIPUR FOUR POINTS

Four Points by Sheraton, Jaipur (owned by Duet India Hotels) reflects a perfect, modern Indian flair in its interiors. Situated in the heart of the pink city and linked to all important transportation hubs, the hotel has a fully equipped business centre and a comfortable 369 square metre (3,972 square foot) conference area that caters to extended business stays. For those wanting more leisure pursuits the hotel has a fitness centre and outdoor pool area as well as a relaxing spa and steam baths. The rooms are extremely comfortable, among other world class amenities, thanks to Four Points by Sheraton Four Comfort Beds™.

1

GROHE Eurostyle picks up on the hotel's comfortable, relaxing design, modern GROHE EcoJoy® technology ensures water is delivered according to needs. The cosmopolitan design is in keeping with the hotel's innovative zeitgeist, elegant design of the GROHE Chiara shower mixer, which harmonises with the GROHE Tempesta hand shower to provide exquisite showering pleasure.



2



3





Interior Design

Ritu Bhatia
Total Integrated Design
(India) Pvt. Ltd.
Gurgaon, India

Address

City Square, Vasundhara
Colony, Tonk Road, Jaipur
Rajasthan 302018, India

Owner

Duet India Hotels

Number of rooms

114

- 1 The rooms have breathtaking views of the city's skyline or the majestic Aravali Hills.
- 2 The extremely stylish design of the family lounge is marked by local cultural influences.
- 3 The splendid hotel bar offers a choice of international drinks and a special snack menu.
- 4 One hundred and fourteen comfortable and aesthetically designed rooms and suites offer relaxation after a day of work.
- 5 The GROHE Tempesta hand shower offers comfortable water enjoyment.
- 6 The distinctive Aravali ballroom is the perfect place for large conferences and social occasions.

MIDDLE EAST & AFRICA

Marriott

Fairmont
HOTELS & RESORTS

Radisson Red

Wake Up
To a Better
World
NH
HOTELS

HYATT
PLACE

DOUBLETREE
BY HILTON

MANDARIN ORIENTAL
THE HOTEL GROUP

CROWNE PLAZA
HOTELS & RESORTS

HYATT
REGENCY
HOTELS

CONRAD
HOTELS

HILTON
WORLDWIDE

INTERCONTINENTAL

FOUR SEASONS
Hotels and Resorts

ST. REGIS
Hotels & Resorts

Kempinski
HOTELLERS SINCE 1907

SHANGRI-LA
HOTELS and RESORTS

H
Holiday Inn

Best Western

W
WALDORF
ASTORIA
HOTELS & RESORTS

MILLENNIUM
HOTELS AND RESORTS

ACCOR

MIDDLE EAST & AFRICA

Egypt 226
Kuwait 214

Turkey 222/230/234/238
Turkmenistan 210

United Arab Emirates 218



ASHGABAT YILDIZ HOTEL

Situated in an impressive setting, the five-star Hotel Yildiz is a harmonious combination of modern luxury, a stylish interior, and classical elegance. Rising 107 metres (350 feet), the 24-storey drop-shaped building is the tallest hotel in Turkmenistan. One hundred and fifty-five elegant rooms and suites offer great comfort coupled with an extremely stylish design. Catering to sensual recuperation and pure relaxation, a magnificent wellness area, equipped with state-of-the-art technology, encompasses an area of 2,500 square metres (26,910 square feet). Exquisite restaurants and a hotel bar permit extraordinary sensory experiences in a perfectly designed atmosphere.

To reinforce the recuperative aspect in a sublime ambience, the bathrooms have been equipped with the GROHE Allure fittings line. Cylindrical bodies have a minimalistic character and perfect proportions, while cutting-edge technologies deliver unmatched performance in line with the standards of the hotel complex.

3



4



Tarek Hegazy, AIA- SAR/MSA

Interior Design

Living Design AB
Brovägen 1, 18276 Stocksund
Sweden

Address

Str. 2002/5 17 Bagtyyarlyk
Ashgabat, Turkmenistan

Date of completion

2013

Number of rooms

155



5



- 1 More than 14,000 square metres (150,694 square feet) of glass were used to erect the expressive building.
- 2 7,000 square metres (290,625 square feet) of tiles were laid to create the sublimely elegant interior.
- 3 The hotel's extensive wellness area includes two indoor swimming pools.
- 4 The panoramic restaurant on the 18th floor, which affords a magnificent view of the skyline, serves exquisite culinary delights.
- 5 The bar on the 19th floor has an extremely elegant interior.

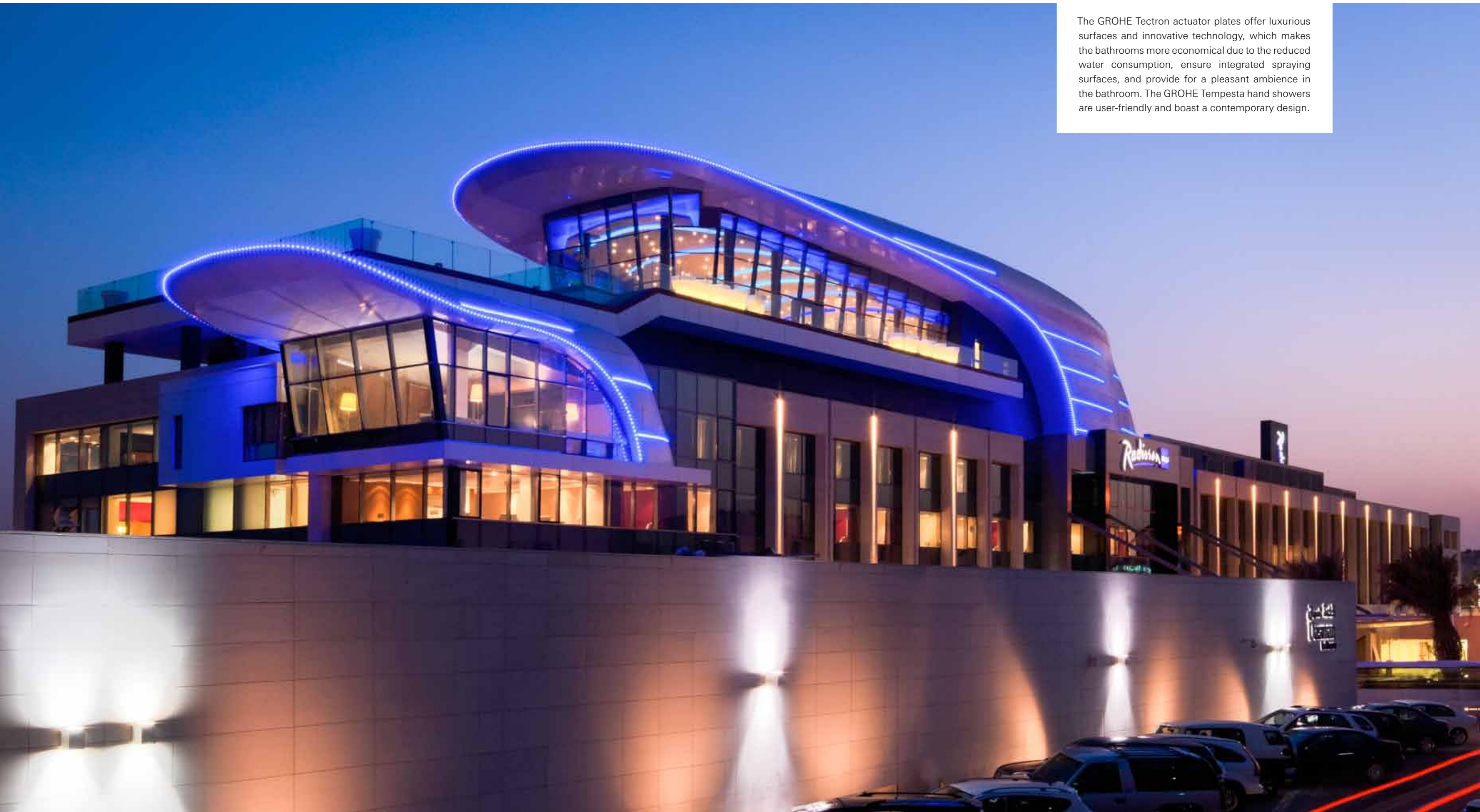


SALWA RADISSON BLU

1

The Radisson Blu hotel is situated on the magnificent shores of the Arabian Gulf. A total of 191 rooms and a 300 metre (984 foot) long private beach offer pure luxury. The Viking Club, a 500 square metre (5,382 square foot) long fitness area, several restaurants, and state-of-the-art conference facilities cater to diverse leisure options and provide business travellers with ample comfort.

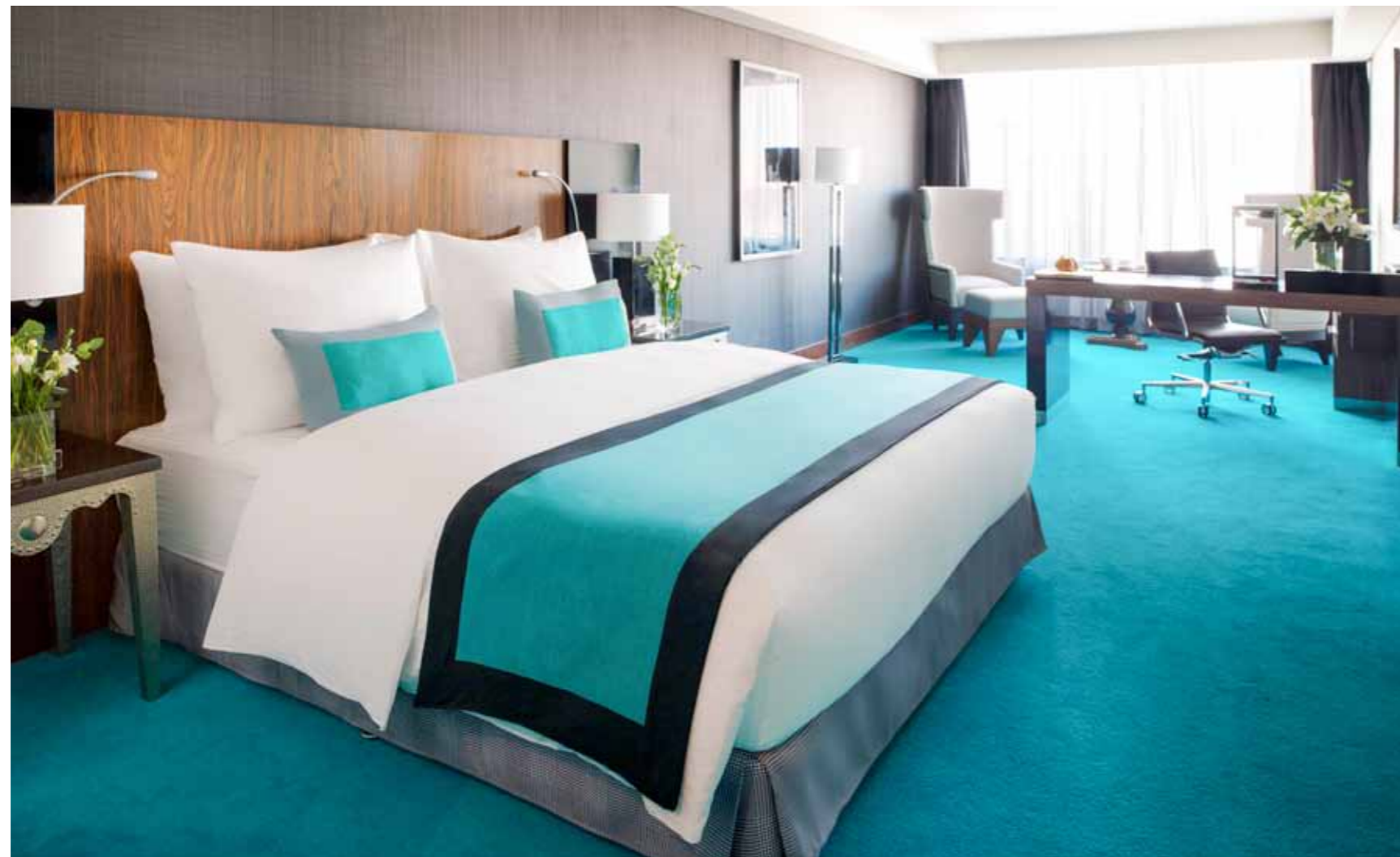
The GROHE Tectron actuator plates offer luxurious surfaces and innovative technology, which makes the bathrooms more economical due to the reduced water consumption, ensure integrated spraying surfaces, and provide for a pleasant ambience in the bathroom. The GROHE Tempesta hand showers are user-friendly and boast a contemporary design.



2



3



4



Hachem Achmar



George Abi-Hannah

Architect

SSH Design
Safat, Kuwait

Address

Al Bida Road, Al Ta'awn
Street, Salwa 13122, Kuwait

Date of completion

2013

Number of rooms

191

5



1 The hotel's atmosphere reflects a diverse mixture of cultures, a characteristic of Kuwait.

2 The double deck terrace of the Sky Lounge on the roof offers a panoramic view of the sea.

3 The NY Mansion House Executive Suite on the third floor reflects the atmosphere of a sophisticated uptown mansion with rich colours, structured surfaces, and synthetic fur.

4 GROHE Eurodisc bathroom fittings create lightness for the look and for operation of the lever at the washbasin.

5 Al Bustan Restaurant offers numerous specialities in an exquisite interior.



AL AIN HBZ STADIUM

With its innovative design, Hazza Bin Zayed football stadium is an architectural gem. Rooted in the region's hot and dry climate, it is one of the most impressive and technologically advanced sports venues in the United Arab Emirates. The design concept is based on a parametric construction, making it the first roof to protect spectators from the sun. The result is an open, passively cooled stadium with an intimate and appealing atmosphere. In an area of 45,000 square metres (484,375 square feet), the HBZ has 25,000 seats and rises to a height of 50 metres (164 feet). Distributed over seven levels, it is one of the most modern and distinctive sports stadiums in the Middle East.

In the HBZ's sanitary facilities, low-maintenance and flexible GROHE Rapid SL installation systems ensure the toilets flush reliably. The universal programme is versatile. It can be used for individual or series installation, can be installed in front of a massive wall, or in front of or in stud walls, and is especially suitable for use in stadium sanitary facilities.





Dipesh Patel

Architect

Pattern Design Ltd. London, UK

Address

Hamdan Bin Mohammad St.,
Al Ain, United Arab Emirates

Date of completion

2014

Client

Al Ain FC

Used area

45,000 m²



- 1 The inspired design of the outer façade consists of 600 fabric panels with independently controlled LED lights.
- 2 An outstanding characteristic is the three-tiered seating, which enables spectators to have a special sporting experience.
- 3 The HBZ is a masterpiece of technology and awe-inspiring design.
- 4 The stadium has four dressing rooms.





ISTANBUL IN LOVE

1

The luxury yacht was built by the shipbuilding company Su Marine Yachts. To enable the cabin to absorb large quantities of natural light, large windows were installed. These create a relaxing feeling and at the same time are a direct link to the scenery outside. The aim of the interior design was to engender a special living atmosphere.

The high-quality, extremely elegant GROHE Lineare fittings line maximises the yacht's luxury. Clear contours and clean lines create a contemporary look. The uniqueness of the washbasin mixer is accentuated by the rectangular profile of the handle and spout.



2



Shipyard
Su Marine
Istanbul, Turkey

Interior Design
Jean Guy Verges
ShoreLine,
Arcachon, France

Date of completion
2014

Length Overall
35.6 m



1 The yacht is 35.6 metres (116 feet) long. The mainsail measures 174 square metres.

2 The singular GROHE Lineare fittings line adds elegance to the washbasins.

3 The materials used are wood, stone, textile fibres like silk, and a mixture of different natural structures.

4 The colour scheme is marked by light and medium shades, natural earth tones, dark and medium wood nuances, and stone finishes.

3



4





1

HURGHADA STEIGENBERGER AQUA MAGIC

The five-star Steigenberger Aqua Magic Resort, with its a unique certified Aqua Park, offers a mix of relaxation and activity. Various pools, diverse sports facilities, including a nine-hole golf course, and comfortable wellness areas offer plenty of options for unwinding. The hotel has 703 rooms and suites, with 294 comfortable family rooms that cater specifically to the needs of families and afford plenty of privacy.

Corresponding to the resort's passionate commitment to water, the bathrooms are equipped with GROHE BauEdge fittings, which are easy to operate and thus ideal for families with small children. Additionally, the modern silhouette on the washbasins and bathtubs creates a stylish design. GROHE Tempesta Neu hand showers fit the hotel's contemporary flair, while a shockproof silicone ring around the spray plates of the hand shower effectively protects the shower cabin and bathtub.





Architect
 Arcadia Design Architects
 Huelva, Spain

Interior Design
 R&A Design Team
 Cairo, Egypt

Address
 Yussif Afifi Road
 84111 Hurghada, Egypt

Number of rooms
 703

3



1 Situated on the Red Sea, this family resort offers unique water experiences.
 2 The exhilarating Aqua Park contains several giant slides, a 450 metre (1,476 feet) long 'velvet black', and a separate water park for children.

4



3 GROHE BauEdge fittings are easy to operate and therefore very family friendly.
 4 Located right on the sea, the Magic Blue Beach Restaurant & Bar serves delicious food and has a jaw-dropping view.



BODRUM VOGUE HOTEL

1



The vast Vogue Hotel in Bodrum is a paradise for recuperation, enjoyment, and leisure pursuits, with a tasteful, luxurious ambience. The Wonder Vogue amusement park, a world in itself, makes the hotel truly unique. In the park, covering an area of 3,000 square metres (32,292 square feet), children can choose from a wide variety of professions thanks to an innovative educational concept, and get their first experiences of adult life. The culinary delights served in the hotel's diverse restaurants tickle the palate, while an extensive pool landscape offers pure water enjoyment.

The splendid design of the GROHE Sinfonia fittings series creates a luxurious ambience in the bathrooms. An elegant cross-shaped handle and gold and chrome colours give a regal look to the washbasins and bathtubs. The GROHE Euphoria 110 Massage hand shower with three stream patterns and DreamSpray® technology promote sensual showering experiences.



3



4

Architect
M-OFIS Architects
Istanbul, Turkey

Address
Kaynar Mevkii,
Torba - Bodrum, Turkey

Number of rooms
438



5



- 1 The building is embedded in a stunning lagoon.
- 2 The washbasins in the luxurious bathrooms are equipped with the elegant and comfortable GROHE Eurocube fittings series.
- 3 Room-high windows let in abundant light. Selected details enhance the ambience.
- 4 The villas have large living rooms whose furnishings have a characteristic flair.
- 5 The hotel lobby has an impressive aura thanks to the integration of local cultural influences.



1



ÜRGÜP CAVE

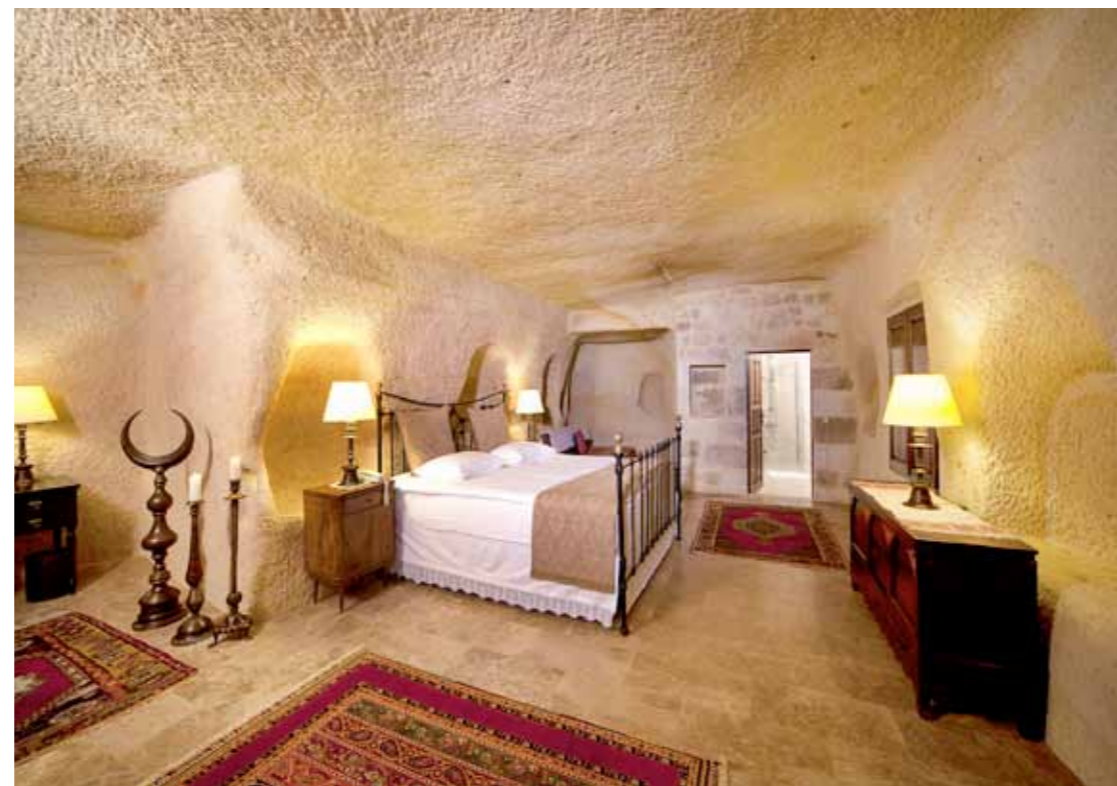
An exciting symbiosis of tradition and comfort, the Yunak buildings have an extraordinary flair. The seven cave houses have 40 rooms dating back to the 5th and 6th centuries. Each of these unique cave spaces has a characteristic style yet is in keeping with the local atmosphere. The entrances to the rooms, designed in an Ottoman style, consist of narrow corridors and stone steps. In the mansion, which was built out of cut stones, there is a music room, a computer room, and a DVD room.

To pick up on the characteristic aura of the houses, the GROHE Sinfonia fittings line was chosen for the bathrooms. The opulent splendour of the elegant chrome surfaces, a curved silhouette, and sophisticated cross-shaped handles capture the charm of a past era, in keeping with the overall design of the property.



- 1 The Yunak houses conjure up a mysterious historical atmosphere yet offer pure comfort.
- 2 The cosy sitting rooms are the perfect place to relax.
- 3 The edges of the beds are adorned with handmade lace. Old wooden chests, antique wardrobes, and Ottoman-style blankets hark back to the past, creating an authentic atmosphere.
- 4 The cave rooms are furnished with old brass beds.
- 5 The bathrooms are equipped with classical Mugla marble, finely wrought mirrors, ceramic Chartwell washbasins, and Italian fittings.

3



4



5



Architect
Petek Mimarlik
Istanbul, Turkey

Address
Yunak Mahallesi 50400
Ürgüp, Turkey

Number of rooms
40



BELEK CARYA GOLF & SPA

1



Nestled in a picturesque pine forest, the Carya Golf Club offers a relaxing spa experience. Encompassing an area of 178,000 square metres, the hotel combines impeccable architecture, in harmony with the calming green of the golf course, and the intoxicating blue of the Mediterranean Sea. Tailored to high recuperative demands, the wide range of products and the wellness concept of the 4,500 square metre (48,438 square feet), two-storey luxury spa centre bring body, mind, and spirit into sync. The golf course, built in the style of a traditional English heath and situated on gentle sand hills, offers a dreamy nature experience.

Pure recuperative enjoyment is maximised by innovative GROHE shower systems. The GROHE Euphoria Cosmopolitan head shower and GROHE Tempesta Neu provide for sensual showering pleasure. Innovative technologies such as GROHE DreamSpray® and GROHE RainO2 guarantee comfortable water enjoyment.

Architect
Profil Mimarlık, Mert Yanpal Istanbul, Turkey
Interior Design
Arketipo Design, Murat Denizalti Istanbul, Turkey
Address
Kadriye Region, Belek, Turkey
Date of completion
2008
Used area
970,000 m ²



3



- 1 The stylish, comfortable rooms and freestanding course-fronted villas make for a relaxing stay.
- 2 The lobby has a dignified ambience teeming with elegance.
- 3 Taking up core values of minimalism, GROHE Eurocosmo washbasin mixers, at an angle of 7°, have a diamond-shaped lever geared to comfortable usage.

GROHE HISTORY

Ludwig-Maximilians-University of Munich, Economic and Business History

“WHOEVER WISHES TO
READ THE FUTURE HAS TO
LEAF THROUGH THE PAST”

André Malraux,
French author, director and politician



Carl Nestler

RETRACING THE TECHNOLOGICAL ROOTS OF GROHE

I. Introduction

A company's technological roots and the experience-based knowledge that it acquires often date further back than its formation. At GROHE, these aspects go back to 1873 when the Carl Nestler fittings factory in Lahr was established, becoming part of GROHE in 1956.

Carl Nestler was a pioneer in the fittings field and his company became later the originator of thermostat technology that is of central relevance for a firm that justifiably presents itself as Masters of Technology.

A company's technological expertise and culture of innovation, its innovative potential and technological competence stem from a variety of sources. In addition to know-how, which is forged in the company's own laboratories and R&D departments, the factors that also play a part are outsourced skills and manufacturing under licence, exchange of experience and knowledge derived from customers and suppliers, patents belonging to rival firms and, not least of all, the expertise and technical culture of firms which are taken over. The task of retracing and identifying these varying influences and elements in accruing the inventory of knowledge within a company, and in particular, of assessing their respective importance during different phases and, thus, preparing a kind of historic timeline of a company's technical knowledge has scarcely been accomplished up until now on a systematic basis.

In researching a company's technological DNA, it should first be noted that (incorrect) assumptions are often made about extant knowledge with regard to

the company's technological expertise and capabilities, virtually without any basis in fact. In reality, technical knowledge is accrued over decades, a process that involves interruptions and is anything but linear; this process is shaped by setbacks, learning curves, as well as by leaps ahead in knowledge and innovation. The history of technology and innovation is littered with abundant examples of technological traditions that have fallen by the wayside, knowledge that has been resurrected or linked with new contexts or combined with newfound insights. Consequently, the simple view of linear, continuous corporate development and hence technical progress has long since been refuted historically.¹ Key figures in this process are entrepreneurs with acumen as inventors, individual engineers and technicians; that said, the practical skills of master craftsman and skilled workers also play a part. In addition, the establishment of research and development laboratories represents a new stage in the scientific nurturing of the respective industries. Know-how is fostered via customer contacts, competition and patent strategies, and, not least, from a significant body of tacit knowledge, i.e. expertise which is not readily disclosed and difficult to grasp, ways of dealing with knowledge, traditions of having the "desire to seek knowledge". Technical culture as part of the corporate culture often plays a defining role in shaping a company.²

Like other companies, the GROHE company heritage can be traced back to the 19th century as a consequence of its external growth through takeovers and acquisitions. The oldest traceable origin and longest line of experience dates back to 1817 and to the founding of the firm Eichelberg.

¹ See Ulrich Wengenroth, Hans Hof (eds.): *Innovationsforschung. Ansätze, Methoden, Grenzen und Perspektiven*. Hamburg: Lit, 2007; 2nd ed. 2010, Hartmut Berghoff, *Moderne Unternehmensgeschichte*, Paderborn 2004, in particular p. 271 ff., Christian Kleinschmidt, *Technik und Wirtschaft im 19. und 20. Jahrhundert*, Munich 2007 and especially Joachim Radkau, *Technik in Deutschland. Vom 18. Jahrhundert bis heute*, Frankfurt 2008.

² See Alexander Schug, *History Marketing. Ein Leitfaden zum Umgang mit Geschichte in Unternehmen*, Bielefeld 2003.



II. The history of Eichelberg

The sanitary fittings industry is a complex and heterogeneous sector with numerous different development strands. Knowledge of these is important, however, if we are to classify the development of Eichelberg and of GROHE with historical accuracy.

The sanitary fittings industry only emerged in the late 19th century in step with the development of urban expansion and the development of major towns and cities as well as the municipal supply of gas, steam and water during the high industrialisation period. This sector was extremely specialised and

heterogeneous, and predominantly influenced by skilled craftsmen. From the outset, it was heavily export-driven. Unlike many other sectors of German industry that emerged during the course of Germany's industrialisation, from day one the sanitary fitting manufacturers produced not only for the domestic market, but also made substantial volumes for foreign markets (within Europe), in particular England, France and the Netherlands. The firms generally employed fewer than 100 workers. Some manufacturers only made heating fittings, while some specialised exclusively in sanitary or bathroom fittings. Alongside these manufacturers of lightweight and small fittings, the sector produced some companies that were early pioneers

³ On the subject of the development of sanitary technology, see Max Knauff et al. Koch-, Spül-, Wasch- und Bade-Einrichtungen. Entwässerung und Reinigung der Gebäude, Ableitung des Haus-, Dach- und Hofwassers, Aborte und Pissoirs, Entfernung der Fäkalstoffe aus den Gebäuden; Part 3: Die Hochbau-Constructions; Vol. 5). Bergsträsser, Darmstadt 1892.

⁴ For further information about the development of the bronze goods industry and the economic history of the region of Iserlohn, with repeated references to Eichelberg, see Hagen Chamber of Commerce (ed.), Geschichte der Industrie im Märkischen Sauerlande. Vol. III: District of Iserlohn, Hagen 1908, Richard Müller, Die Bronzeindustrie in Iserlohn, Diss. Würzburg 1922, Ludwig Kirchhoff, Die Entwicklung der Iserlohrer Industrie unter besonderer Berücksichtigung der Einwirkungen der Standortfaktoren auf die Entwicklung, Diss. Frankfurt 1923, Quellen zur Wirtschaftsgeschichte Iserlohns, Dortmund 1987, as well as Hanswerner Hildenbrand, Die Iserlohrer Industrie. Vom Panzerhemd zur Ankerkette, Iserlohn 1983.

in heavy industry and became involved in large-scale and heavy duty valve production for steam boilers, hydro-power and electricity power stations (slides, hydrants and throttle valves), as well as (special-purpose) valves that were in demand for major industry (e.g. pipelines for the chemicals industry). These businesses grew out of the mechanical engineering industry and were often operated in connection with pump manufacturing. Leading names in this area were AMAG-Hilpert AG from Nuremberg which was established in 1854 and then absorbed into the KSB Group (Klein, Schanzlin & Becker AG, Frankenthal) in 1934, or the Polte Valve and Machine Factory which was founded in Magdeburg in 1885.

A distinction must be made between this and the sanitary goods industry, i.e. manufacturers of sanitary ceramics, baths and kitchen sinks which, like Villeroy & Boch (1748) or Duravit (1817), had already come to the fore by the end of the 17th century or the early 18th century. The technical and product-based assimilation and integration of all areas of sanitary technology only occurred more recently, although clear specialisation still prevailed. The heating and ventilation industry developed against the same backdrop, once again emerging within firms already existing in the sector, often from installation trade firms like those of Johann Vaillant in 1874 and his invention of the gas geyser, which in turn generated renewed demand for suitable fittings.³

The fittings industry was regionally very dispersed, although obvious centres and regions existed with particularly high concentrations of large numbers of similar firms, most notably in the area around Iserlohn in the Märkisches Sauerland district in North Rhine-Westphalia. This was not only the cradle of the industry; in later years, it also became the "capital of the German sanitary fittings industry" and remains so to this day. In addition, there were also a number of important fittings manufacturers in Berlin, Leipzig and Magdeburg. In order to understand the strategic features of Iserlohn as a business location and the reasons for its development into a kind of "brass fittings industry valley", we must refer back to the period "pre fittings" and to the development of the bronze goods industry.⁴

Thanks to the existence of zinc-rich minerals in the soil, a metal-processing brass industry emerged there as far back as the 18th century. Cast iron goods and brass plate from Iserlohn had set the quality standard in the metalworking industry for decades, along with brass wire from Augsburg.⁵

The skilled metalworker (or as he was known in the jargon of the day, the "armourer") Hermann Dietrich Eichelberg founded a brass factory in Iserlohn in 1817, inspired by technical process innovation and basic switchover to the recovery of brass in the same year. He had succeeded in isolating zinc in a purely metallic state, which now for the first time enabled him to create copper and zinc mixtures, calculated with precision. This opened the door to creating new alloys with a correspondingly higher level of quality. A wide spectrum of possible applications opened up for these specific composition metals, and H.D. Eichelberg seized the opportunity.⁶

The ensuing developments in the decades leading up to the end of the 1880s were equally turbulent and marked by change. Aided by family money (his wife's dowry) as well as an extensive bank loan, there was initially rapid growth in the manufacture of pressed bronze goods, in particular following the death of the founder and under the commercial guidance of his son, Carl Eichelberg. In the 19th century, Iserlohn based bronze goods makers acquired a reputation around the world as suppliers of numerous products to adorn cabinets, candlesticks and other interior household fittings for the well-educated and well-off. They faced strong competition from the bronze goods industry in France and Great Britain, although they quickly stood out thanks to the flexible way in which they adapted to keep pace with rapidly changing fashion trends, as well as through their high quality. Eichelberg was one of the leading lights in this development and, as the third largest business in Iserlohn by 1850, now employed some 120 workers.⁷

In order to make itself immune to fluctuations in the supply of metal commodities, Eichelberg undertook a backward integration and founded a rolling mill of its own in the neighbouring town of Menden in 1857. It went on to supply semi-finished products to the master works. The high-quality brass sheets and sheets of different types of alloys were soon also being successfully exported and delivered to other bronze goods makers. Employing the very latest techniques in printing and stamping, Eichelberg quickly expanded its standing in the market for bronze goods and also managed to secure a whole array of awards and medals at international exhibitions.

The company had long since progressed from manufacturing rather simple brass goods to producing more complex creations which were challenging to make and which, in some cases, were artistically more valuable, such as candlesticks, petroleum lamps and ornate window work. However, the decline in sales of

⁵ See Josef Bersch, Lexikon der Metall-Technik. Handbuch für alle Gewerbetreibenden und Künstler auf metallurgischen Gebiete. Vienna, Hartleben, (1899), keyword "brass fitting", as well as Friedrich Hartmann: Das Verzinnen, Verzinken, Vernickeln, Verstählen, Verbleien und das Überziehen von Metallen mit anderen Metallen überhaupt. Eine Darstellung praktischer Methoden zur Anfertigung aller Metallüberzüge aus Zinn, Zink, Blei (= Chemisch-technische Bibliothek; Vol. 76). Hartleben, Vienna 1881.

⁶ Refer here to the detailed, albeit only fragmentary printed description of the early history of Eichelberg through to the end of the 1880s, which has been preserved without any publication date, in: Iserlohn City Archives, Collection F 20, No. 72, p. 6.

⁷ See *ibid.*, p. 11.



Letterhead from the year 1895, as well as view of the factory in around 1900.

classical brass goods set in towards the end of the 1860s, whereas new business opportunities appeared with the emergence of gaslight and candelabras manufactured for this purpose, including the first pipeline valves. A change therefore took place in the strategic direction of the business in the 1870s at the behest of Ernst Eichelberg, who was now part of the third generation to run the business. However, this development was suddenly halted. This was because the company's very existence was almost brought to an end in the 1880s as a result of multiple crises. Firstly, Eichelberg had acted as guarantor for a supplier in 1881 for a very large sum of money and, following the latter's bankruptcy, was faced with heavy payment obligations. Then, Carl (1882) and Ernst Eichelberg

(1885) died shortly after one another, ultimately also followed in 1888 by his widow Caroline Eichelberg, who had continued to manage the company following their deaths. The ensuing inheritance disputes resulted in a separation of the two companies, i.e. the rolling mill in Menden and the headquarters in Iserlohn. H.D. Eichelberg passed over to August Breuer, the company's general manager with power of attorney for many years, who ultimately made the strategic switch towards the manufacture of brass fittings. The first sanitary fittings were produced in the 1890s, in addition to the simple gas fittings which were presumably already in production.⁸ Manufacturing was duly adapted and modernised in 1895, and the company moved into new factory premises.

⁸ See *ibid.*, p. 25 ff., as well as "Chronik der Firma H.D. Eichelberg & Co. GmbH, Iserlohn" which was written by the former managing director of Eichelberg to mark the forthcoming anniversary, Gerdsmeyer, p. 21, in: Iserlohn City Archives, Collection F 20, No. 71.

⁹ See the anniversary publication "175 Jahre H.D. Eichelberg & Co. GmbH" from 1992, in: *loc. cit.*, Collection F 20, No. 72.

While Eichelberg may not have been the first metalworking business in the region, it soon grew to become one of the most important brass-working companies. It was also the only early factory to make the strategic switch to the fledgling production of brass fittings, initially for gas lighting, but then also in hydro and, thus, sanitary applications. Eichelberg was not the most successful and most important fittings manufacturer in the Iserlohn region; others, such as Kissing & Möllmann which was formed in 1826, were more successful around the turn of the century even though they entered the brass fittings business later than Eichelberg and were also formed at a later date. Most notably, however, this company did not survive the upheaval in the sector in the late 1970s. Consequently, Eichelberg was justifiably able to call itself the "oldest manufacturer of sanitary fittings" when it marked its 175th anniversary in 1992.⁹ The press also used to refer to it as "Germany's oldest fittings factory" without this claim ever having been disputed, doing so for the very first time back in 1974 just before the company relocated to its new premises.¹⁰

Consequently, it was the experienced brass-working manufacturers, such as Eichelberg, who took the step into the production of brass fittings in the final third of the 19th century. Over the years and decades, Eichelberg thus amassed extensive know-how about the various raw materials and very different ways of processing them. The company had to master the art of manufacturing from copper, zinc and lead in their very different proportions and alloys (brass and bronze, in some cases further distinguished in terms of leaded bronze and what is known as red brass) and of processing the metal plates recovered from this through casting, stamping, punching, forging and bending (i.e. all the various forms of thermal and mechanical metalworking) in order to manufacture high-quality products from these materials. High-quality luxury goods such as candlesticks, living room light fittings and other decorative items for the home, such as furniture fittings and curtain poles also required precision surface treatment such as polishing, grinding and dyeing.¹¹ Therefore, this period from the late 17th and early 18th centuries through to around the 1860s and the dawn of industrialisation in Germany marked a pivotal phase in the pre-history of the fittings industry. During this period, Eichelberg acquired extensive know-how in the context of the metalworking traditions of the region and of the firm's location in the local town in three different respects: Firstly, metallurgical knowledge and know-how about materials, as well as skills in the wide-ranging and at that time very latest processes of working with non-ferrous metals and various alloying technologies,

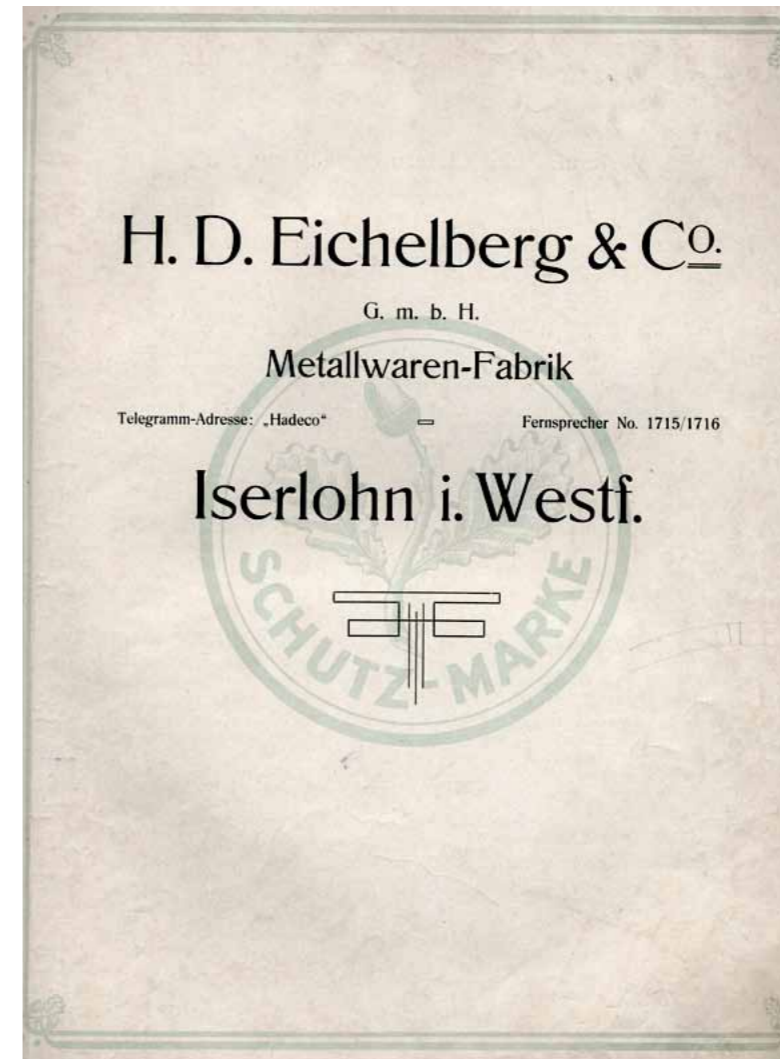
which brought with it a core workforce of highly skilled workers, such as master craftsman. Secondly, a strong focus on the needs of the customer and flexibility in adapting production to meet rapidly changing customer requirements and demands. And, not least of all, experience selling its own products on a variety of different foreign markets. In addition, there was ultimately also competition with its neighbouring metalworking enterprises that had also moved into the brass fittings industry; this encouraged the company to embrace high performance, quality and innovation.¹² They were all essential preconditions for ensuring rapid entry into the brass fittings industry as well as its successful activities in that sector, things which other "latecomers" struggled to acquire and were compelled to buy in through outsourced services. While Eichelberg should, in theory, have had a competitive edge over its rivals thanks to the knowledge acquired through its experience, the company failed to put this to good use and benefit from it, initially due to mistakes in company management.

There were three central waves of foundation and development for the fittings industry in Germany: Firstly, the years of advanced industrialisation during the German Empire between 1871 and 1913. During this period, a considerable number of long-standing non-ferrous metalworking factories, metal foundries and metal goods factories, small iron works and one-time bronze goods makers like Eichelberg were gradually incorporated into the emerging sanitary fittings business, which appeared to be a lucrative prospect. Besides that, new direct fittings businesses were also being set up for the first time by individual entrepreneurs and craftsmen, such as by Carl Nestler in Lahr in 1873, Aqua Butzke in Berlin in 1873, Marx & Morschütz in the Thuringian town of Herzberg in 1900, and also by Hans Grohe in 1901, as well as by Berckenhoff & Paschedag in 1911 and by Carl Eggemann, also in 1911. This includes the workshop of the Rost Brothers in Leipzig, which was reorganised in 1910 as "Deutsche Armaturenfabrik Leipzig", Richard und Max Rost (DAL); that said, this was also an exception to a degree because it had first operated as a metal foundry in the fittings sector as far back as 1853 and was the "oldest special factory for bath faucets". At that time, the market for sanitary fittings was increasingly being shaped, first of all, by the homes of well-to-do private individuals, where bathrooms and modern water supplies were becoming increasingly common, and secondly and principally by hotels (for example, the Ritz Hotels were pioneers in equipping their rooms with high quality standards of sanitation) and by public baths

¹⁰ See articles in the editions of IKZ dated 21 April 1973 and 16 May 1992, in: Iserlohn City Archives, Newspaper Collection, basement level 2.

¹¹ Also refer to the portrait of 28 firms and companies in: Albert Kramer, *Die Armaturen- und Metallindustrie des Kreises Iserlohn, Düsseldorf 1951*, as well as Heinz Röttgermann, *Die Entwicklung der Industrie im Wirtschaftsraum Menden (Sauerland) und ihre Probleme seit Beginn des 19. Jahrhunderts*, Düsseldorf 1939.

¹² In 1861 there were around 28 copper, bronze and brass factories in the Iserlohn area, employing a total of 1,442 workers; by 1908 this number had risen to 69 businesses with over 2,500 employees, although this also included a series of wire-drawing works and other metal foundries which were not involved in the brass fittings sector. See Hildenbrand, p. 43 and Voye, Hagen Chamber of Trade, p. 80 f.



("the People's Bath Movement"). Eichelberg played a part in the budding brass fittings industry, although it was not especially focused on this at the start. It was only a sub-area within its business activities which were still diversified.

The second major wave of new businesses, which saw a series of new entrants to the fittings market, which by now was growing apace, coupled with a rapid rise in the fittings industry overall, took place after the First World War in 1918/19, buoyed by the inflationary economy of the Weimar Republic and the home building programmes of the Weimar welfare state. Enterprises like Eichelberg developed from being specialist manufacturers to carrying the full range of

products, with over a thousand individual items and a broad range of manufacture. A second boost to sanitary fittings businesses within this greater wave took place in the early 1930s.¹³ This was when the German brass fittings industry really blossomed for the first time, enjoying success on foreign markets and leading the way technically. At this time (1919) the General Association (later to become the State Association) of the German Fittings Industry emerged as an association and cartel organisation in which Eichelberg was one of the leading member firms. The Leipzig Exhibition was an important "showcase" and central presentation platform for the sector. In spring 1922, the "Haustechnische Rundschau" trade journal wrote, "the German fittings

¹³ Also refer to Walter Thummernicht, Die Sanitärtechnik, in: Haustechnische Rundschau 35 (1930), pp. 298-299.

industry, whose importance and scale was hitherto unknown to the general public until recently and which was readily looked down upon as a small industrial group of lesser importance has become increasingly well-known and recognised in wider circles thanks to its shared appearance, which has become more extensive, ever bigger and more impressive year on year, in a special hall at the Leipzig Exhibition."¹⁴

During this period, it had taken substantial new knowledge of materials and processes to keep pace with the competition. Most notably, electroplating techniques for nickel plating (dating back to the 1880s) and chrome plating (from the 1920s), as well as the modern "press casting process", which is a much

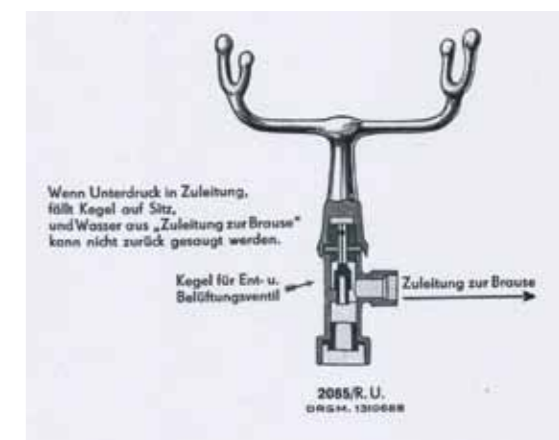
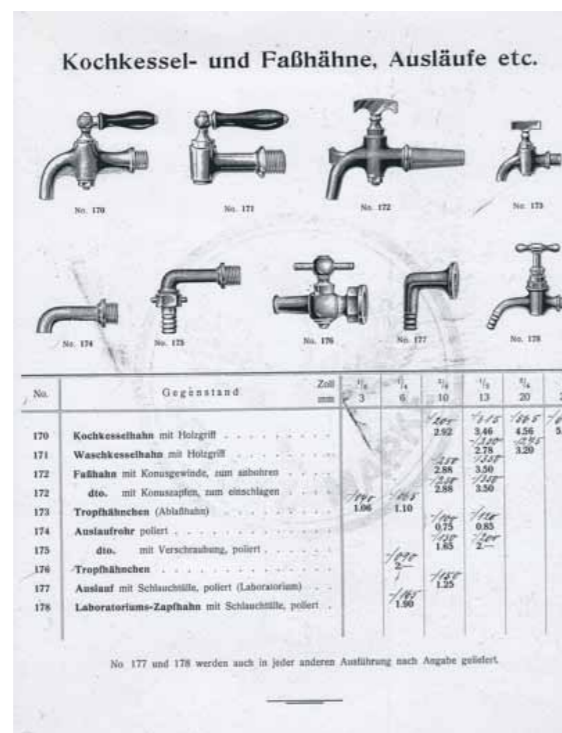
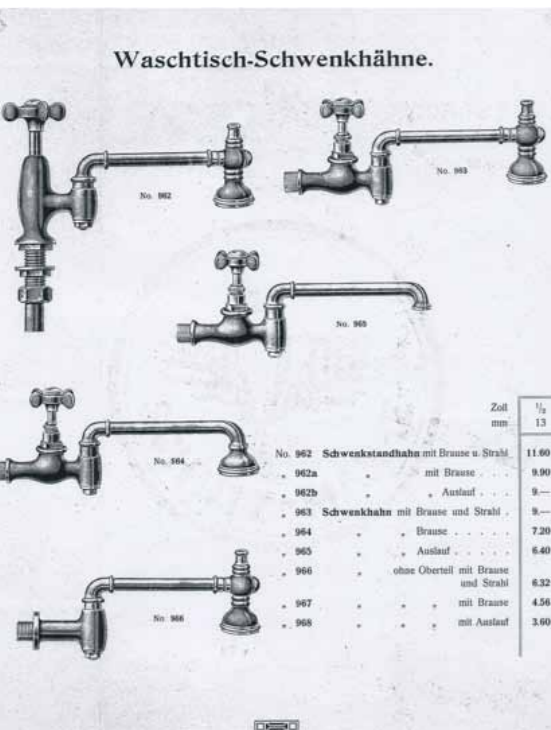
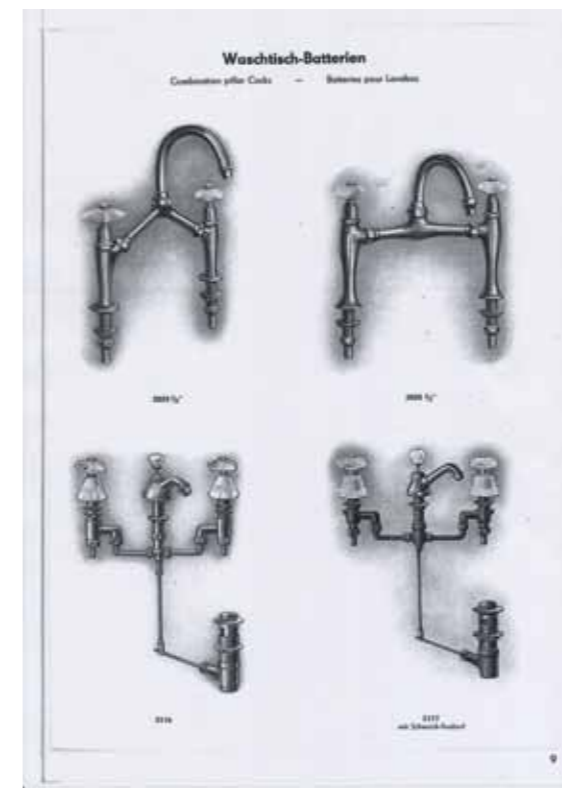
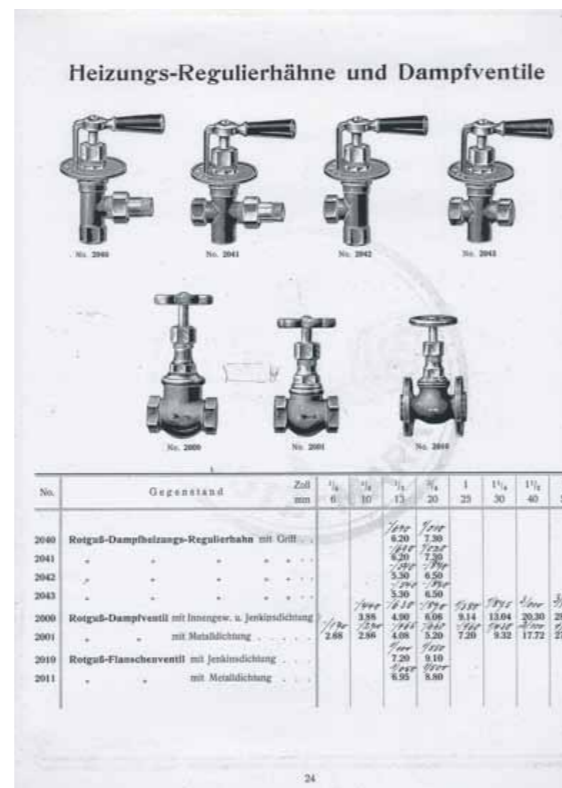
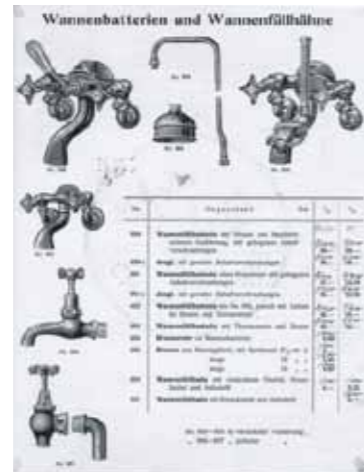
more cost-efficient means of production than anything that went before, supplemented in the early 1930s by injection moulding for the non-cutting shaping of copper and zinc alloys. Eichelberg mastered these processes which, at that time, were new and modern.¹⁵

In the wake of further financial difficulties on the eve of the First World War and the reorganisation from a partnership to a private limited company (GmbH) in 1914, as well as of the take-over by Vereinigte Deutsche Nickelwerke AG (VDN) in 1921, Eichelberg not only continued to focus on the fittings business, but also strengthened it further by developing the company into a "full range supplier". The order book for 1922 contains numerous orders and supplies of main gas

¹⁴ See Haustechnische Rundschau 27 (1922), p. 342. See also "The display by the General Association of the German Fittings Industry at the 1922 Autumn Exhibition in Leipzig", in: *ibid.*, 28 (1923), p. 56. DAL, Richard & Max Rost was specifically named among the exhibitors.

¹⁵ See letter from the management of Eichelberg to Vereinigte Deutsche Nickelwerke AG dated 19 March 1921, in: Iserlohn City Archives, Collection F 20, No. 43.

¹⁶ See Iserlohn City Archives, Collection F 20, No. 114.



faucets and faucets destined for Amsterdam and Brussels, as well as various brass fittings for hospitals.¹⁶ The 1924 catalogue, which is 40 pages long and contains over 2,000 individual parts and products, demonstrates the extensive production range from Eichelberg, making it one of Germany's leading manufacturers of brass fittings, with a workforce of around 300.¹⁷ In addition to all of the fittings for water, gas and steam, including kettle faucets, pneumatic couplings, heating regulation faucets and garden fittings, the company also offered a full range of brass fittings for sanitary installations, washbasins and bath equipment from cisterns to bath tub valves to showers. One of its product segments was developed for special purpose fittings for Holland alone. Far from just being

simple "classical fittings", Eichelberg products represented complex fittings systems created through the composition of precision components.

Eichelberg marketed itself as a manufacturer of quality and brand name items bearing its registered trademark. In addition, the company also manufactured stacked fittings up to 1925, i.e. simple fittings of all kinds which were not as susceptible to the fluctuations of economic activity as was the trade in high-quality sanitary fittings. However, in the second half of the 1920s, the company switched solely to the sale of trademark items.¹⁸ The years spent within the network of the diversified Deutsche Nickel-Werke company not only meant financial security for Eichelberg and a steady flow of

the latest knowledge about commodities and materials, it also benefited from lucrative orders such as for the complete sanitary fittings equipment for a luxury ocean cruiser, which VDN was to kit out with nickel-plated bathtubs.¹⁹ The 1938 catalogue, which was labelled in three languages, i.e. German, English and French, impressively demonstrated not only the continued extent of the range of products, it also showed off the company's own technical developments that were protected as utility models (DRGM or "German Reich Registered Design").²⁰ With everything from drainage sets and shower fittings to washbasin faucets and bath mixer faucets as well as faucets, Eichelberg covered the full range of water plumbing and sanitary products.

All fittings were equipped with modern cover parts, which did not rise, preventing loosening, despite years of use. In addition, Eichelberg guaranteed that its fittings were absolutely leak-proof. The shower fittings were also equipped with specially developed non-return valves to prevent backflow and safeguards to protect against drops in pressure in the supply line.

There can be no doubt that Eichelberg was one of the most important players in the German fittings industry and had business links with a whole host of companies via its supplier relationships and other business partnerships, including with Berkenhoff & Paschedag, as well as Hans Grohe.²¹

17 The catalogue in: loc. cit., No. 23-I.

18 See the letter from the management of Eichelberg to the director of VDN, Mr Fleitmann, dated 8 February 1939, in: Iserlohn City Archives, Collection F 20, No. 57.

19 See the anniversary publication "175 Jahre H.D. Eichelberg & Co. GmbH" from 1992, in: loc. cit., No. 72.

20 The catalogue in: loc. cit., No. 23-I.

21 See the extract from the business journals of Eichelberg from the 1920s and 1930s, in: Anniversary publication "175 Jahre H.D. Eichelberg & Co. GmbH" from 1992, in: loc. cit., Collection F 20, No. 72.



The German fittings industry enjoyed a third upturn in the 1950s and 1960s. The problems entailed in sourcing raw materials, the strong integration into the armaments and war economy during the Nazi period forcing an extensive departure from the company's classical programme of peacetime production, as well as the associated dismantling by the Allied occupying forces which affected many fittings manufacturers, Eichelberg included, resulted in considerable difficulties during the years of the "Economic Miracle". Nevertheless, the Iserlohn region quickly rejustified its reputation as the heartland of the German fittings industry. The enterprises which had been linked to one another for decades and

which had forged contacts through supplier relationships and the pooling of specialist skills, including the likes of Berkenhoff & Paschedag or Friedrich Grohe and Eichelberg, now went into direct competition with one another. Eichelberg quickly found its feet again despite the ongoing dismantling and the initial considerable difficulties in sourcing raw materials. By as early as the 1951 catalogue, the range of sanitary fittings was virtually complete again, and included single hole taps, which were being manufactured for the first time. The 1958 catalogue also explicitly advertised the claim "Tradition guarantees quality. Eichelberg since 1817." In the course of the mechanisation and automation of production, this catalogue

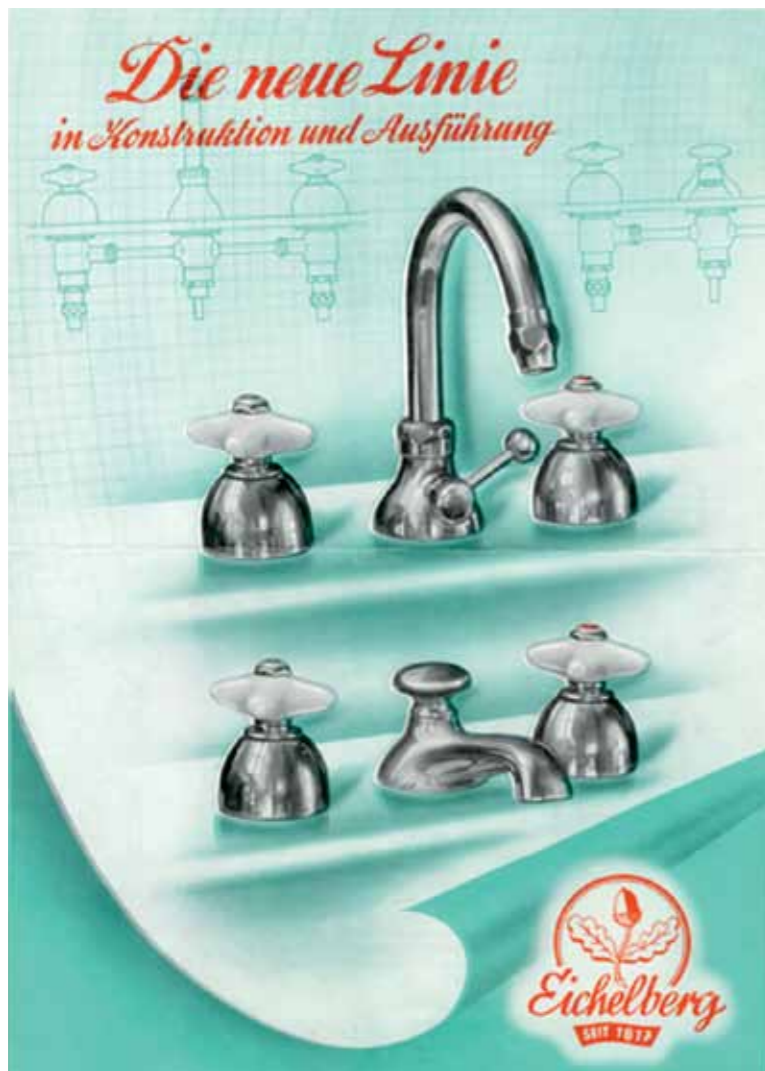
exhibited new design and quality developments in the range of fittings that, like the range of "two-handled fittings", was later developed further to create the Classica range.²²

The 1963 catalogue, which was over 100 pages long, finally featured all the designs of cover parts, drainage valves, basin fittings, sink fittings, washing installation and toilet fittings, bath filler and shower fittings, special low-pressure fittings for coal and oil-fired bath water heaters, as well as electric boilers, flush-mounted and shower cubicle fittings, as well as hospital and bidet fittings. And the company was also already advertising its own design lines ("Perfekta").²³

By 1960, Eichelberg had already taken part in the International Sanitary and Heating Systems Fair (ISH) in Frankfurt, which was being held for the first time and was called the "Fachausstellung Sanitär- und Heizungstechnik", and had re-established many of its foreign contacts, particularly in France, Belgium, Italy and Greece. It took part in the world-leading Batimat fair for the building industry in Paris in 1967, where there were also exhibits by the sanitary and heating systems technology sector. At the same time, it also started to establish its own sales network in France through Lyon-based Eurosanit. By the 1970s, exports accounted for 40% of turnover. During those years, Eichelberg also successfully switched from classical two-handled fittings in chrome to single-lever mixers

22 To find out more about the immediate post-war years, refer to the 1992 compilation of the memoirs and recollections of the people who were then the most important "minds" at Eichelberg in: loc. cit., F 20, No. 71.

23 The 1951 and 1963 catalogues, in: Iserlohn City Archives, Collection F 20, No. 23-II.



and high-end ranges of fittings with a variety of finishes and colours. As a result, it also made its first move into the US market. It began initial manufacturing of single-lever mixers in 1975, and first started to produce coloured finishes in 1978. 1989 saw an advancement of the cartridge principle, which had been developed by Grohe-Moen in the late 1950s and had revolutionised the sanitary fittings industry, coupled with the ceramic sealing that had been developed by the US aerospace industry. The so-called Eichelberg cartridge or Permasoft cartridge was an important development for the company. Safeguarded and protected by numerous patents, the mixing cartridge was characterised by three special features: the ease of action due to the grease reservoir in the ceramic discs, the mixing angle of 145

degrees enabling sensitive temperature regulation without jumps in temperature, as well as the low-noise design due to the favourable flow.²⁴

The sector experienced a fourth phase in its development in the late 1980s and 1990s when many transitional businesses went under or were taken over as a result of globalisation and international competition, including Eichelberg's one-time competitor, Armaturenfabrik Kissing & Möllmann, which had had to cease production back in the early 1980s. Only a few fittings companies, such as Friedrich Grohe and Hansgrohe, continued to expand. However, they too lost their images as family-run businesses during those years and ultimately became part of large international sanitary fittings groups.

²⁴ See the anniversary publication "175 Jahre H.D. Eichelberg & Co. GmbH" from 1992, in: loc. cit., Collection F 20, No. 72.

DEUTSCHE ARMATURENFABRIK LEIPZIG (DAL), ROST BROTHERS

III. Conclusion

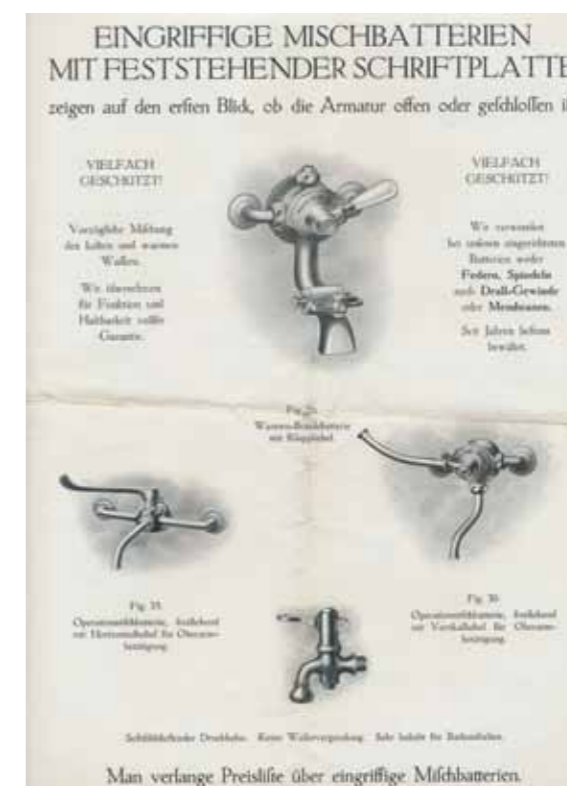
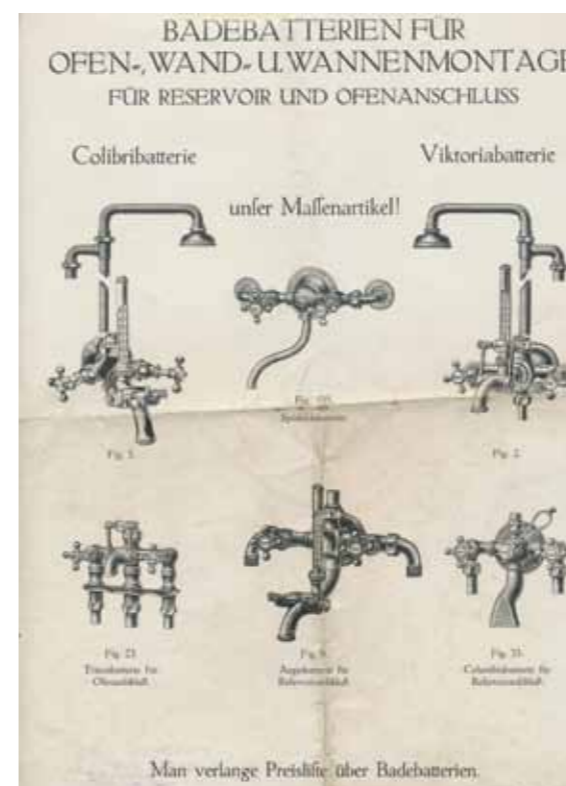
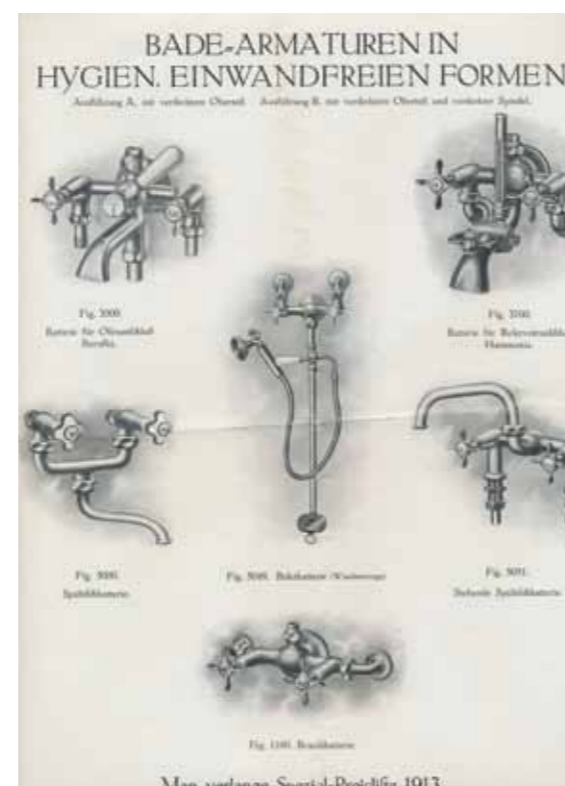
Although GROHE was not founded until 1948, its technological expertise and the continuous evolution of its innovation capability stretch back considerably further. Therefore, the “technological DNA” is a great deal older. One of those origins steeped in knowledge-based tradition stem from the history of the company Armaturenfabrik H.D. Eichelberg. First of all, its technological and commercial development demonstrates the strong threads of continuity that run through the production of fittings, how it is rooted in expertise, and the benefit of experience from the “pre fittings” days. An accumulation of knowledge about product and process technology created a platform in the long term for competitiveness and innovation. And this is demonstrated by the ups and downs in development, between commercial success and pioneering technology, punctuated by business crises, reorganisations, forced production restructuring and dismantling. Eichelberg not only blossomed as one of the leading lights of the Iserlohn bronze goods industry in the first half of the 19th century, but experienced golden periods particularly in the 1920s and 1930s, as well as in the 1960s and 1970s. With GROHE’s take-over of Eichelberg in 1991, the 10 years or more of integration into the group by 2003 and the absorption of the Eichelberg production facilities into GROHE’s Menden plant, the company’s technological and corporate roots, as well as the explicit and implicit knowledge that comes from experience, can be traced right back to the start of the 19th century.

I. Foreword

The DAL Group Georg Rost & Söhne GmbH that was taken over by GROHE in 1994 (which had over 1,000 employees and a turnover of DM 224 million at the time) must surely be the most innovative and the most research and development-driven acquisition of any of the companies purchased during the history of GROHE. It is worth noting that this corporate group is made up of different individual companies which, in turn, are significant operations in their own right, and whose company histories go back a long way in some cases. Despite undergoing numerous changes in legal form and trading names over the years, the former Deutsche Armaturenfabrik Leipzig (DAL) Richard & Max Rost remains at the core of the process.¹

In addition, there is Berlin-based Aqua Butzke AG, a traditional company from the sanitary fittings sector which was also founded in 1873. It had already taken over two fittings factories, Carl Sandmann GmbH, Berlin in 1983 and a year later Carl Eggemann GmbH, Iserlohn (which dates back to 1911). The majority shareholding in Aqua Butzke AG had been taken over by DAL/Rost in 1989 and integrated into Rost Holding GmbH. The Rost Group also included Walter Rotter GmbH, a sanitary wholesaler in which Rost had acquired a majority stake in 1997. The overall process was a reflection of the then intensive concentration movements and merger & acquisition activities within the German sanitary fittings sector in the course of a new wave of internationalisation and globalisation. GROHE sold off Aqua Butzke and Rotter again in 2005.

¹ The company was registered on 10/11/1947; a further entry was made at the Commercial Register Court on 31/7/1948. The company initially traded as a limited partnership (Rost & Söhne, then ultimately as Georg Rost & Söhne, Armaturenfabrik KG). Following the departure of Mr Georg Rost and the establishment of a GmbH as a general partner, the company was then converted into a GmbH & Co. KG. (DAL-Georg Rost & Söhne, SanitärArmaturen GmbH). According to the trade register, this change was reported in the notification of 27/12/1977, effective from 24/11/1977. The company was then deregistered due to a form-change deregistration effective from 31/12/1994. Its successor was Rost & Co. GmbH, which changed into die DAL GmbH & Co. KG on 15/03/2004. This company was deregistered on 31/12/2009 due to the restructuring of the DAL Group and became GROHEDAL Sanitärsysteme GmbH. According to information about trade registration data from the Regulatory Authority/Office of Internal Affairs of Porta Westfalica Town Council, email to the author on 08/12/2014.



II. 1863 to 1945

In 1863, two brothers, Bruno and Julius Rost in Leipzig, founded a brass foundry under the name “Gebrüder Rost”, Rost Brothers. It manufactured utility and decorative objects made from yellow copper/zinc alloys (brass). The formation of the business signalled a form of specialisation away from the red brass and belt-maker trade which had already been in existence for a long time. Brass foundry workers cast small brass objects in sand moulds; these objects were then polished, ground, trimmed or gold-plated. The typical products include the likes of mortars, door handles, small lights, figures, door fittings, bells and clips, as well as simple brass fittings.²

In 1910, the sons of the two craftsmen, Max and Richard Rost restructured the business and established new premises in Leipzig, trading as “Deutsche Armaturenfabrik Leipzig (DAL), Richard & Max Rost”.³ It is not readily apparent whether the establishment of the business in 1910 was a new venture undertaken by the (initially two of a total of three) sons, who wished to be independent of their father’s business.⁴ Nonetheless, the company Rost Brothers had become fully engaged in the new fittings sector by the 1880s with its wide portfolio of products and had specialised in this area. The oldest preserved document, an advertising leaflet from 1912/13, shows awards and medals from 1884, 1897 and 1910, such as from the Saxony-Thuringia Industry and Trade Exhibition in Leipzig in 1897. And its advertising claim is “Oldest special factory for bath faucets locally”.

In actual fact, a whole range of high-grade and complex bath fittings (to be fitted to water heaters, walls or bath tubs), basin faucets and mixer faucets was presented, for which own brand names or product lines (Borussia, Harmonia, Colibri, Viktoria) had also been created, as had different supply and drainage technology (Triton, Aegir, Columbia). The company made reference in its advertising to specific innovations that it had developed, such as single-handed safety valves with a fixed lettering plate (“indicates immediately when the fitting is open or closed”) and self-closing pressure valves with the products’ specific robustness and functional capability (“we do not use springs, spindles, helical threads or diaphragms in our mixers”) and also had these developments protected under patent and utility model law. Another striking feature was the integration of thermometers to display the precise

temperature on bath mixers. The labelling of the products shown (for instance, Fig. 5051) also indicates that this is only an extract from a much more extensive catalogue of fittings.

There can be no doubt that the Rost Brothers were among the leading fittings manufacturers in Germany at the time, in terms of both their technology and their marketing practices. In particular, the company demonstrated a clear focus on research and development right from the outset, which became ingrained in the tradition of the company and even became part of the culture of the company throughout all the upheaval and changes – personified by the engineer Richard Rost. He had been engaged in the development of “toilet flush valves” since around 1910, and unveiled his revolutionary innovation, the DAL flush valve, for the first time in 1914.

² See Johann Heinrich Moritz von Poppe: Technologisches Universal-Handbuch für das gewerbetreibende Deutschland, oder Handwerks- und Fabrikenkunde mit allen in den verschiedenen technischen Gewerben vorkommenden Arbeiten, Mitteln, Vortheilen, Werkzeugen und Maschinen: In faßlicher alphabetischer Darstellung. (Technological universal handbook for business owners in Germany, or for trade and factory customers with all the work, means, benefits, tools and machines occurring in the various technical trades: In easy-to-grasp, alphabetical order.) In two volumes, here: Volume A-N, Stuttgart, 1837.

³ In this regard and in respect of the following, refer to the 70-page company portrait “DAL an der Porta Westfalica”, 1980, p. 9 f., as well as the short commemorative publication to mark the 75th anniversary of the company, 75 Jahre DAL Sanitärarmaturen Georg Rost & Söhne, 1910–1985, p. 1 ff.

⁴ It indicates that DAL’s company anniversary related to its foundation in 1910, and the anniversary publication about the past history and line of continuity contains the following rather cryptic sentence: “On 1 July 1910, Deutsche Armaturenfabrik Leipzig (DAL) was founded from the brass foundry “Gebrüder Rost” that had been in existence since 1863.” Loc. cit., p. 1.

The DAL flush valve was designed with a piston stroke part and a piston leather cuff, featuring design elements that have stood the test of time and been retained for decades. However, the flush valve did not enjoy any great commercial success until the 1920s because of the outbreak of war. The big sellers in the early years were therefore chiefly mixer faucets for coal-fired bath water heaters. DAL possessed an extensive production range, including small brass fittings and accessories. Richard Rost also constantly experimented on improving production processes, in this case casting processes, in order to enhance product quality. The trade of brass casting which was still commonplace at the turn of the century was no longer suitable for large-scale industrial production with consistent quality standards. DAL therefore went into the production of hot-pressed parts with a high standard of quality for the first time in 1913.⁵

A clear division of duties existed within the company: as an engineer, Richard Rost was responsible for development and production, while Max Rost, as a businessman, attended to all administrative and financial affairs. However, the latter died just a few weeks after the outbreak of the First World War; he was replaced by the third brother, Georg Rost, who had not been involved up to that point, but now became a partner and commercial manager of the company. The company saw a sharp upturn in its fortunes after the end of the war, not least of all due to the large-scale housing programme being implemented by the Weimar welfare state and the large housing developments being built. DAL/Rost was among the most important exhibitors from the emerging fittings industry in Germany to appear at the internationally acclaimed spring and autumn exhibitions in Leipzig.⁶ At the same time, the inflationary economy of the immediate post-war years, 1918/19 to 1923, buoyed business, even abroad. Commercial relations were forged with Denmark, Holland and Belgium. The market penetration of the DAL flush valve was at odds,

however, with the obsolete regulations and water pipeline networks of the municipal water works. In view of the high levels of attrition as a result of leaks in cisterns of up to 3 million cbm per annum within the area of the Stuttgart Waterworks alone, local authority suppliers increasingly favoured the flush valve technology from DAL. A successful large-scale trial of DAL for the Stuttgart Waterworks during the modernisation of the toilet flush system then prompted the major breakthrough.

At the end of the 1920s, Richard Rost then managed to develop a further decisive innovation for the DAL flush system, i.e. the invention of the piston nozzle. As a result, the flush valve control element was relocated inside the flush valve system in place of the flush duration setting screw which had previously been accessible from the outside and which was known to cause problems; the flushing volume could now be regulated automatically. The DAL Automatic Flush was born. Considerable obstacles nonetheless initially remained to its rapid commercial success, most notably the massive reductions in state and local authority social and housing measures, as well as the emerging global economic crisis. Even so, the 1930 product catalogue showed a greater range of fittings of all kinds than ever before ("From the basement to the attic – DAL fittings"), and with its protected trademark, DAL, as a manufacturer of brand name items in the high-quality product segment, held its own among the market leaders in the then brass fittings sector in terms of sales.

The 39-page catalogue was published as a four-language edition (German, English, French and Spanish), presenting a range of fittings with everything from complex bath/shower mixers to washbasin faucets and faucets. There were four different models and designs of the robust bath/shower mixer with its function lever and DAL change-over mechanism alone. The company also marketed a single-handed safety shower mixer and the DAL universal fitting.


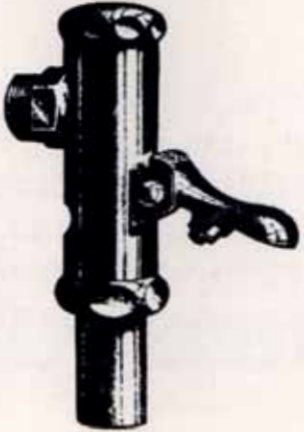

⁵ See anniversary publication 1985, p. 2.

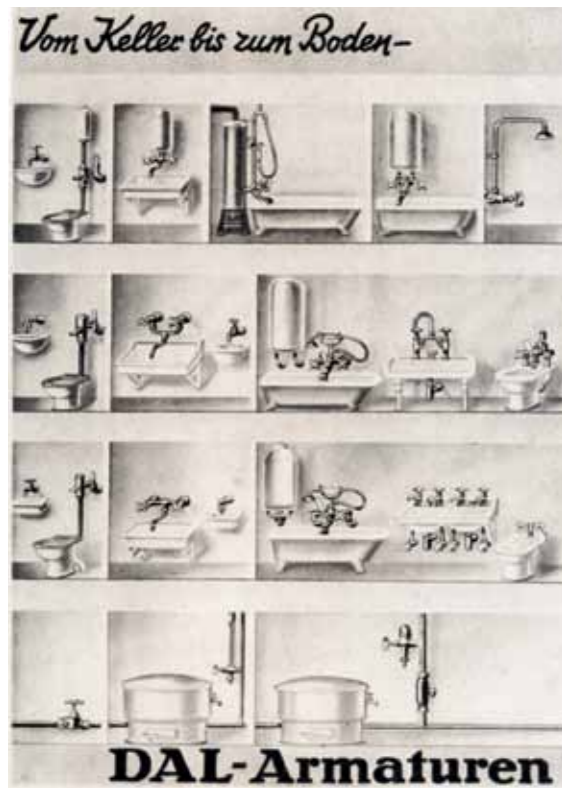
⁶ See "The display by the General Association of the German Fittings Industry at the 1922 Autumn Exhibition in Leipzig", in: *Haustechnische Rundschau* 28 (1923), p. 56.

DAL Deutsche Armaturenfabrik Leipzig
Richard & Max Rost

Regulierung
Stark
Schwach
Frostschraube
Luftseuger
nach dem Becken

DAL-Klosettspüler aus den Gründungsjahren

DAL-Spüler Nr. 3619 1923 — 1929	DAL-Automatic-Spüler Nr. 3622 seit 1930 viel hunderttausendfach bewährt	DAL-Automatic-Spüler Nr. 3625 K-Modell / seit 1929 Kessel aufsetzbar
		



DAL

Deutsche Armaturenfabrik Leipzig
Richard & Max Rost

Leipzig C1
Heinrichstraße 35

Telegramme: Armaturenrost
Cable: ABC Rost
Fernsprecher: 40201, 41014

Postfach-Nr. 10217
Städt. Dienststelle: Nationalbank
13. Lauba, Thoma, Pöhl, Kretschmer

DAL catalogue No. 15 from 1930

DAL-Armaturen

No. 2551
Eingriffliche Sicherheits-Brausebatterie DAL
Safety bath mixing cock, for shower only, system DAL
Mélangeur de sécurité, pour douche, système DAL
Bateria de seguridad para ducha, sistema DAL

Anschlüsse - Inlet unions - Raccords - Pisas de entrada
No. 1001
see opposite - voir opposé - consulte dans - consulte

No.	mit Zubehör with accessories con accesorios	Größe size	Größe size	Telegraphennr. cable nos.	Lieferart auch mit Anschluss Delivery also with inlet union	1931, 1932 see page 19
2551 K	1/2"	1/2"	1/2"	1021	Einzelstück single piece	25
2551 N	1/2"	1/2"	1/2"	1022	Einzelstück single piece	25
2551 W	1/2"	1/2"	1/2"	1023	Einzelstück single piece	25
2551 D	1/2"	1/2"	1/2"	1024	Einzelstück single piece	25
2551 T	1/2"	1/2"	1/2"	1025	Einzelstück single piece	25
2551 L	1/2"	1/2"	1/2"	1026	Einzelstück single piece	25
2551 R	1/2"	1/2"	1/2"	1027	Einzelstück single piece	25
2551 S	1/2"	1/2"	1/2"	1028	Einzelstück single piece	25
2551 U	1/2"	1/2"	1/2"	1029	Einzelstück single piece	25
2551 V	1/2"	1/2"	1/2"	1030	Einzelstück single piece	25
2551 X	1/2"	1/2"	1/2"	1031	Einzelstück single piece	25
2551 Y	1/2"	1/2"	1/2"	1032	Einzelstück single piece	25
2551 Z	1/2"	1/2"	1/2"	1033	Einzelstück single piece	25

Die Telegrammnummern für die gewöhnlichen Anschlüsse im
Einzelstück sind angegeben. Telegrammnummern angegeben.
Please add the cable word for the inlet union to
the cable word for the mixing cock.
Le mot de sécurité pour les raccords doit être combiné avec
le mot de sécurité pour le mélangeur.

La palabra de seguridad para los pisas de entrada debe ser
de tener a la palabra de salida para la batería.

Stabmaß - Length - Longueur - Distancia
100 150 200 250 300 mm

Wir empfehlen, diese Batterien mit Regulatorventil No. 2555 (siehe Seite 26) zu verwenden, die an Stelle der Regulatorventile
angewendet werden.
DAL-Batterien sind auch zum kaltem Wasser und Dampf geeignet. Das jeweilige Druck ist bei Be-
dringung ersichtbar.

19

DAL-Armaturen

No. 2217
Wannebrausebatterie
Bath mixing cock
Mélangeur pour bain et douche
Bateria para bañera y ducha
Schweres Modell
mit DAL-Umsteller

Anschlüsse - Inlet unions - Raccords - Pisas de entrada
No. 1001
see opposite - voir opposé - consulte dans - consulte

No.	mit Zubehör with accessories con accesorios	Größe size	Größe size	Telegraphennr. cable nos.	Lieferart auch mit Anschluss Delivery also with inlet union	1931, 1932 see page 19
2217 K	1/2"	1/2"	1/2"	1034	Einzelstück single piece	25
2217 N	1/2"	1/2"	1/2"	1035	Einzelstück single piece	25
2217 W	1/2"	1/2"	1/2"	1036	Einzelstück single piece	25
2217 H	1/2"	1/2"	1/2"	1037	Einzelstück single piece	25
2217 D	1/2"	1/2"	1/2"	1038	Einzelstück single piece	25
2217 T	1/2"	1/2"	1/2"	1039	Einzelstück single piece	25
2217 L	1/2"	1/2"	1/2"	1040	Einzelstück single piece	25
2217 R	1/2"	1/2"	1/2"	1041	Einzelstück single piece	25
2217 S	1/2"	1/2"	1/2"	1042	Einzelstück single piece	25
2217 U	1/2"	1/2"	1/2"	1043	Einzelstück single piece	25
2217 V	1/2"	1/2"	1/2"	1044	Einzelstück single piece	25
2217 X	1/2"	1/2"	1/2"	1045	Einzelstück single piece	25
2217 Y	1/2"	1/2"	1/2"	1046	Einzelstück single piece	25
2217 Z	1/2"	1/2"	1/2"	1047	Einzelstück single piece	25

Die Telegrammnummern für die gewöhnlichen Anschlüsse im
Einzelstück sind angegeben. Telegrammnummern angegeben.
Please add the cable word for the inlet union to
the cable word for the mixing cock.
Le mot de sécurité pour les raccords doit être combiné avec
le mot de sécurité pour le mélangeur.

La palabra de salida para los pisas de entrada debe ser
de tener a la palabra de salida para la batería.

Stabmaß - Length - Longueur - Distancia
100 150 200 250 300 mm

12

Richard Rost went on to achieve further advancements in process and production technology. The hot-pressing process using sand-mould casting had been extended to the full range of DAL fittings by that time. Differing from many low-price manufacturers of simple "standard fittings", the DAL fittings no longer featured a single piece of cast brass (down to the outlet pipe). A little later he managed to develop green-sand casting, a process that DAL/Rost had protected and which gave it a competitive edge over its rivals for many years.⁷ In green-sand casting, the molten cast iron is poured into moulds which are still naturally moist (green mould). This process is only possible with thin-walled, smaller moulds in which the gases can escape quickly through the sand. The surfaces of the mould are dusted with charcoal powder to prevent the sand from burning into the cast piece. In green-sand casting, the cast piece is created with a rough, hard casting skin. Therefore, the finishing (smoothing and polishing) involved greater effort although the quality of the cast was higher and, most importantly, the production costs were also considerably lower.

volume and classical production range, particularly in the area of toilet fittings, unlike most other fittings manufacturers. That said, the forced changes to the materials used which had started back in 1936 (changing from brass to zinc, aluminium and in some cases also to iron and steel) had brought about considerable changes in terms of product quality and production processes.⁸ At the same time, however, manufacturing or casting processes were also being modernised further with the emergence of iron chill and pressure-casting processes, as well as zinc die-casting. Part of the factory was destroyed at the end of the war and, in addition, dismantling and dispossession took place following occupation by the Soviet army and the "eastern zone" was split off from the rest of Germany. Georg Rost ultimately fled to the western zones in 1947 accompanied by his two sons, Joachim and Konrad.

With the economy stabilising, the ongoing modernisation of housing for an initial period and the emerging boom as a result of the armaments sector, DAL experienced a renewed upturn in fortunes. This was a period of growth in the company's development despite the death of Richard Rost in 1936, leaving Georg Rost to continue to run the company on his own. DAL had a workforce of 600 workers on the eve of the Second World War. DAL enjoyed an excellent reputation as a manufacturer of quality fittings on the sanitary fittings market both at home and abroad, and was regarded as one of the biggest suppliers. Up to that point, it had manufactured and sold a total of around 1 million flush valves. The war also marked an interruption in DAL's progression, however, even though it managed to maintain at least some of its peacetime production

⁷ See DAL anniversary publication 1985, p. 4.

⁸ See Franz Petrak, Werkstoffsparen (Saving materials), Issue 10: Armaturen (Fittings), VDI-Verlag Berlin 1942, in particular p. 54 ff. There is evidently a larger collection pertaining to DAL/Rost during the Nazi period (which has not been processed yet) in Collection 21033 of the Reichsbank Headquarters Leipzig with branch offices of the Main State Archive in Dresden.

Die DAL-Universalarmatur

hat bei den Batterien No. 2121, 2225, 3130 Verwendung gefunden. Durch einen Körper für drei verschiedene Zwecke läßt sich der Preis niedrig halten und die Lagerhaltung vereinfachen. Nutzen Sie diese Vorteile für sich aus.



Joachim Rost



Joachim Rost in 1968 and excerpts from newspaper reports about the planned factory expansion or new-build

III. Refounding and reconstruction: 1946 to 1985

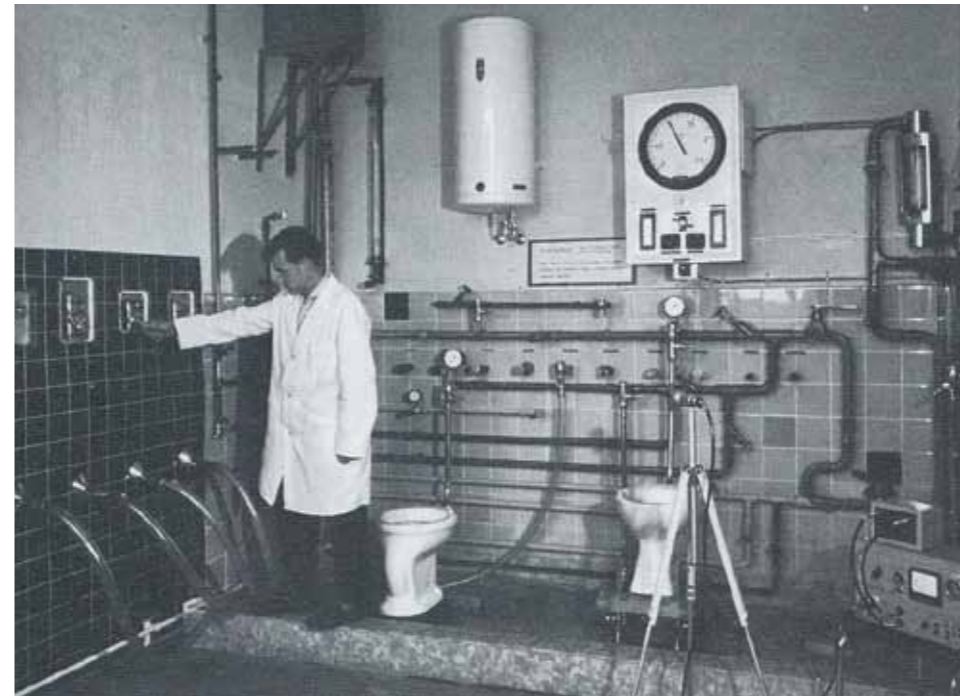
The company was re-established in the Lerbeck district of Porta Westfalica on 1 July 1947, initially serving as a repair business for DAL customers in the western part of Germany. Production resumed in 1950 with the acquisition of new machinery and the construction of a new factory.⁹ Unlike in previous decades, Georg Rost now concentrated fully on the area of toilet flush mechanisms and advanced the development of the DAL flush valve. By 1957 the company had already built up a workforce of 120 workers, and 2.5 million DAL flush valves had been manufactured and sold.¹⁰

The company had also resumed exports. DAL had created international business links again, most notably in Belgium, Holland, Austria and Norway. The real breakthrough came in 1958 when DAL flush valves were installed in two Hilton hotels in Berlin and Cairo. In the same year, DAL exhibited at the World Expo in Brussels. It also presented its wares three years later, in 1961, at the industrial exhibition in Sydney. Many further appearances followed at international sanitary, construction and architecture exhibitions, enabling the DAL flush valve business to go global. Georg Rost died in 1965, and his son Joachim Rost took on the management of the company on his own as the sole partner.

⁹ See DAL an der Porta Westfalica, 1980, p. 22 ff.

¹⁰ Loc. cit., p. 29.

The DAL hydro laboratory in 1963 and 1980



With the upturn in fortunes during the years of what was known as the “Economic Miracle”, when DAL and the sanitary fittings industry benefited most notably from the housing economy, the need also arose to engage in new research and development activities. Completely new flush valves had to be developed for high-tank installations, which were not in common use in Europe, and which involved completely different water pressure conditions and connection dimensions. Together with the 23 different models of DAL flush valves which came onto the market in a rapid sequence during the first half of the 1950s, including special models with foot control and surface-mounted or flush-mounted versions, DAL was soon able to boast an extremely wide range of these products and, as a specialist in toilet fittings, became the market leader in the segment. However, the actual impetus to establish basic research, in a specially built hydro laboratory among other things, was prompted by technical requirements imposed upon the industry by the government in the early 1960s in the form of new DIN standards, particularly with regard to noise control in buildings. The infamous DIN 4109 was a watershed for the sector for a decade, from 1962 to 1972. “Seldom had an industrial standard caused an entire sector to hold its breath for almost a decade; however, seldom had an industry standard posed such a risk to the existence of part of the sector as DIN 4109 “Noise control in buildings” did for many years.”¹¹

¹¹ DAL an der Porta Westfalica, 1980, p. 41.

DAL overcame this industry crisis with ease, most notably because it had been able to come up with new technical and design developments in its flush valve back in 1960 with a view towards minimising noise (for example, the acclaimed DAL flush valve 668.03.000 “Kreuzeck”). In this regard, the DAL Getefo sound damper was brought onto the market in 1966 as a means of restrictive noise control, enabling conventional flush valves to comply with the stringent DIN standard. It was not until 1970 that they then managed to bring the first DAL flush valve with integrated preventive sound protection onto the market following intensive research and development efforts; it satisfied the high technical requirements of the noise control standards without the need for any additional accessories.

In 1965 it also took the strategic decision to market itself as a complete supplier of toilet fittings and, in addition to the flush valves, also started to manufacture its own cisterns. It used new plastic technology for the first time and acquired the necessary expertise as a precondition for employing the new production technology. This was prompted by the increasing problem of extremely different water pressure conditions in the rapidly developing housing sector and the associated deficits in water supply technology, whether in new housing developments on the outskirts of cities or in high-rise



Timeline of DAL product development, 1910 to 1985

buildings. DAL was able to respond to these market challenges by unveiling a complete toilet flushing system from a single source. Since the sanitary fittings market was increasingly saturated, the company had to adjust to new, considerably tighter competitive conditions. This led to a further decision in 1970, in anticipation of market developments, to undertake new research and development activities with electronics in mind. The aim was to invent an automated DAL flush system. The DAL electronic flusher then set new benchmarks in the sector. Consequently, it embarked upon new technologies and new markets in 1972. In 1975, Joachim Rost received an order from the government of the GDR to take on the production of flush valves for the former Leipzig factory, which was now acting as part of a larger brass fitting state-owned conglomerate. Given the fact that his predecessors had been dispossessed of this factory, the order presumably gave him particular satisfaction. By 1980, over a million GDR plastic flush valves had been delivered by DAL from Porta Westfalica to East Berlin.¹² For DAL, this softened the industry crisis

which erupted following the difficulties that the building sector had encountered in the 1970s, which hit the sanitary fittings industry particularly hard. At the same time, DAL also expanded its international presence and entered into a joint venture with a Brazilian sanitary fittings factory, DOCOL S.A., in 1976. DAL America was founded in 1985.

The company undertook a further strategic rethink in the 1980s. It launched a completely new and modern, water-saving washbasin and shower fittings range under the product names DALomix and DALomat. DAL had once again become a complete supplier of sanitary fittings after some 70 years, and succeeded in completing the range of fittings available in the area of sanitary self-closing fittings. The company employed a workforce of 350 in 1983/84. At the end of the 1980s, Joachim Rost, now assisted in the running of the company by his son-in-law, Karl Ludwig Rost, embarked upon a new growth strategy which led to the acquisition of the majority investments in AquaButzke and Eggemann, and the Rost Group emerged under the umbrella of a newly created holding company.

¹² See DAL anniversary publication 1985, p. 8.



IV. The DAL Group within the GROHE network – strategic and technological importance

With the acquisition of the Rost Group in 1994, GROHE took over a healthy company which was focused just as much on expansion as it was on innovation. In particular, this enabled it to strategically close the gap in its product portfolio with DAL's existing progression in competence and innovation in the area of toilet sanitary fittings. The acquisition of DAL also heralded, or could even be said to have represented the impetus for a fundamentally new strategic direction for GROHE. With a new product philosophy and applying a new claim of "GROHE Water Technology", the umbrella brand of the same name has been developed covering a widely diversified product range comprising well thought-out fittings concepts, installation and flush systems, and complex systems for the control and treatment of water. Four different ranges of brands have now been developed and are managed under this umbrella: GROHEart, a distinctive range of fittings of an exceptional design for the exclusive bathroom.

GROHETEC, a functional range of fittings for the kitchen and bathroom, as well as professional fittings for hospitals and doctors' practices, etc. A range of water-saving, contemporary installation and flushing systems for the bathroom presented under the name GROHEDAL. And finally GROHEAQUA, the systems specialist for centrally controlled, electronic water management with durable fittings which are both long-lasting and energy-saving.

GROHE's refocus following the successful integration of the DAL/Rost Group formed the basis for growth in the 1990s and the new millennium, during which the company secured and expanded its standing as a market leader in Europe.

A COMPANY'S CHANGING FACES: FROM THE CARL NESTLER BRASS FOUNDRY AND SANITARYWARE FACTORY IN LAHR (1873–1956) TO GROHE THERMOSTAT GMBH & CO KG (1956–2000), AND FINALLY, TO THE GROHE GROUP'S SHOWERS AND SHOWER SYSTEMS DIVISION AT ITS LAHR PRODUCTION SITE

I. Foreword

Friedrich Grohe's buy-out of the Carl Nestler sanitaryware factory back in 1956 represented not only the company's first acquisition and hence the starting point for its external growth, but also the first time it had expanded its presence beyond the Iserlohn region. This was a somewhat risky move from the perspective of business strategy, since on the one hand it provided the company with the know-how and means to move into what was then the new and promising field of thermostat technology for plumbing fittings, but on the other hand the Carl Nestler company was in financial straits. The history of Nestler is far from a success story, marked as it was by crises and tragedies within the Nestler family and their negative repercussions for commercial policy. However, this chapter in GROHE's history was (and still is) an extremely important element of the corporate cultural identity of its Lahr site, particularly as a means of differentiation from the distant Hemer headquarters and a trump card in the ongoing competition between the two in matters of production and development.

II. Developments between 1873 and 1945

The story starts with a small brass foundry set up by Carl Nestler in the wash cellar of his home in 1873. We know a great deal about Nestler's time as an apprentice, journeyman and fledgling entrepreneur from his own writings¹; born in 1847, he trained as a decorative metalworker (a craftsman who worked and shaped metals into practical and decorative objects, typically including technical apparatus, furniture fittings, light fixtures, decorative church fittings and tableware, tower crests, railings and gates). After fighting in the Franco-Prussian war of 1870/71, he initially served as an apprentice in a number of different foundries, acquiring a great deal of technical expertise in the process². Nestler returned to Lahr after his years as an apprentice and journeyman at his father's behest in 1873, procured various pieces of equipment and a lathe (with great difficulty, because the rapid industrial expansion in progress at the time meant that such machines were scarce), and set up a small foundry in the basement of his home, building the smelting furnace and drying oven himself with the help of a brickmason. According to Nestler's memories of the time, "The first faucets were made for breweries,

[and] since I handled everything with the greatest of care, nothing was wasted or miscast. Three people were needed for casting, and so my father and a day labourer helped me."³

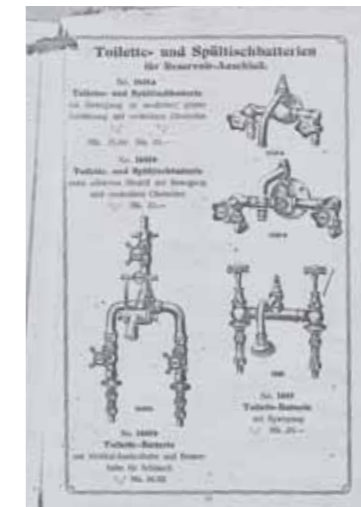
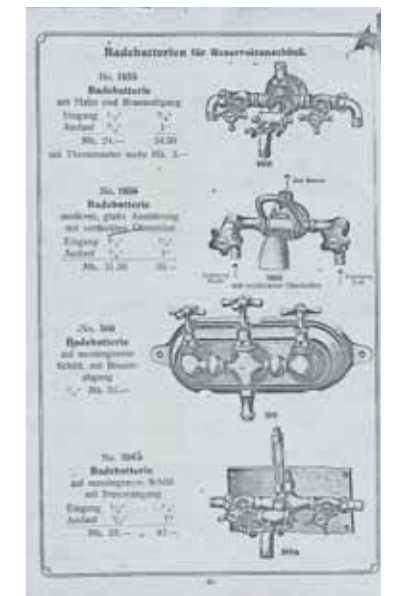
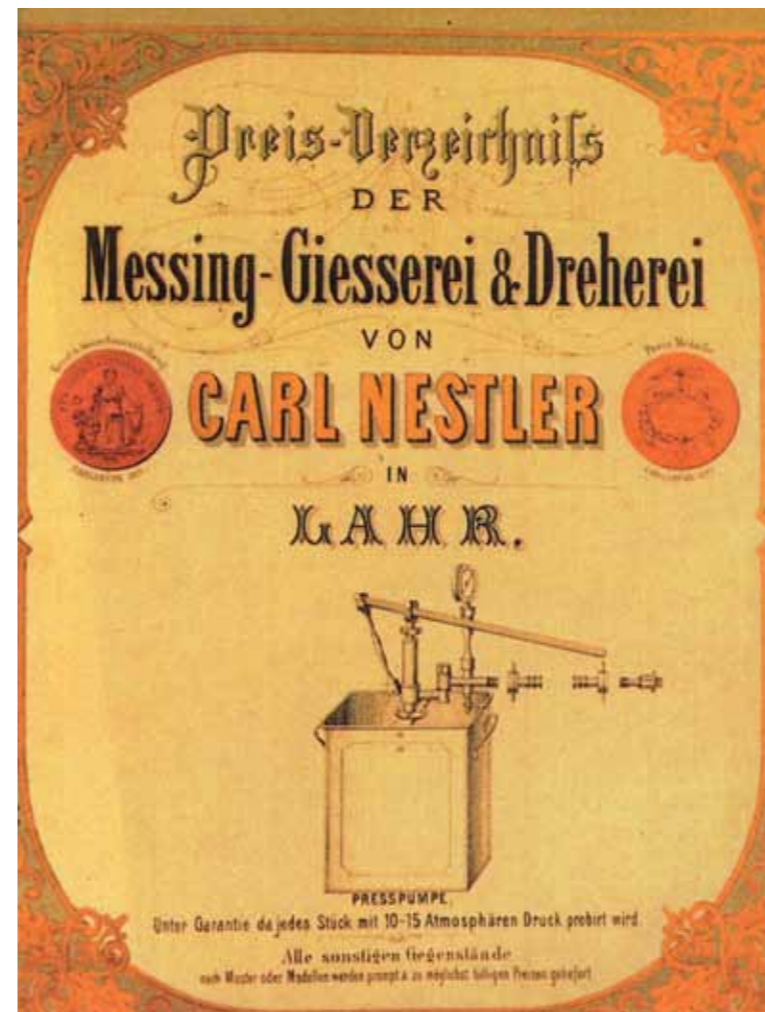
The company's production facilities were initially limited to a mere 12 moulding boxes for brewery faucets and a casting furnace with a smelting capacity of 30 kg. Nestler's operations differed from other brass foundries at the time in that he focused from the outset on the manufacture of large-scale industrial fittings, in particular cask spouts for breweries, as well as a range of small cast fittings for domestic and artisanal use.

The company rapidly expanded its range to include other drain faucets and the associated small and lightweight plumbing and sanitary fittings, with the end result that the company soon became known to the general public as "Hahnen-Nestler [Nestler Faucets]", (not least as a way of distinguishing it from other companies owned by members of the many-branched Nestler family, selling products such as cardboard/paper and slide rules).

¹ Cf. Carl Nestler's chronicle of the years 1870–1935, dated 3.10.1935, 8 typed pages, in: Nestler family history/Grohe-Nestler history file, Lahr plant (the original is held by the Nestler family).

² His stopping points were Mainz (a candelabra factory and the Krause gas fittings and foundry), followed by Deutsches Wasserwerk [German Waterworks] in Frankfurt/Hoechst, the Justus Braun foundry in Nuremberg, the Kirchmayer sprayer factory and the Royal Art Foundry in Munich. Nestler's last stop was Vienna, where he visited the International Exposition held in 1873 and briefly worked at the Knaust sprayer factory. Cf. *ibid.*, pp. 2-4.

³ *Ibid.*, p. 7.



There can be no question that the company did indeed enjoy rapid initial success; surviving letterheads dated 1907, 1914 and 1923 testify not only to the expansion of the company's premises but also to the broad and diverse range of all types of fittings which the company now offered, and in particular the prizes awarded for these products, for example at the Karlsruhe trade fairs in 1877 and 1892 and the Strasbourg exhibition in 1895⁴.

Nestler also exhibited his products at the Upper Rhine trade fair held in Freiburg im Breisgau in 1887, advertising himself as a manufacturer of faucets and valves for water, steam and gas pipes, air, wine and beer pumps, filling devices for breweries, column faucets for large stoves, mixer faucets for bathing facilities and toilet flushes, with in-house nickel-plating facilities⁵. A Nestler catalogue thought to date from the 1890s supplies striking evidence of the company's extensive product range, still featuring both lightweight and industrial fittings.

This portfolio of products is all the more impressive since the company had been hit by a crisis in 1882 which it barely survived. Just like Eichelberg, Nestler was forced to stand surety for a third party, putting up DM 100,000 (a huge amount at the time) for his son-in-law Reinbold⁶. The money was only finally drummed up and the debt settled in 1887 with the help of the whole family and a moratorium of creditors, and in particular an inheritance by Nestler's wife. The next crisis followed in 1897, when Carl Nestler suffered a breakdown "due to an immense and sustained workload without respite" and was forced to abandon his managerial duties for weeks on end, leaving his eldest son, Carl August, to take up the reins ever more frequently. In 1903 the latter was awarded power of attorney, and in 1905 the company's legal form was changed to that of a general partnership [offene Handelsgesellschaft, OHG], with Carl August as a personally liable partner. This general partnership was dissolved on 1 January 1911, and Carl August was appointed sole shareholder. Carl Nestler and his wife were to some extent unwilling accomplices in this hand-over, which

took place only after Carl August threatened to set up a rival company of his own together with his brothers if his parents failed to comply⁷. The factory was expanded and modernised again in 1909, giving us an insight into Nestler's high standards when it came to product quality⁸.

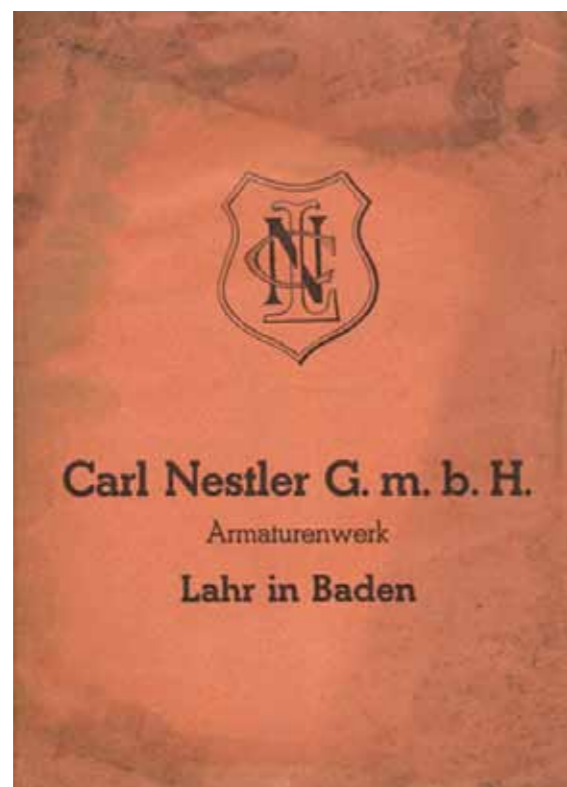
According to a letter he wrote to the District Office, "By building this, my fifth foundry, I hope to achieve what I may dare to call the pinnacle of perfection in this industry, a claim founded on 45 years of extensive experience in the field and inspections of many other factories."⁹ The acquisition of two crucible furnaces with a capacity of 70 kg each meant that the company's casting capacities had mushroomed to almost five times more than when it was first set up, and state-of-the-art manufacturing facilities had also been procured, in particular two modern turret lathes costing DM 6,000 each. Notwithstanding the upheavals of the period between 1882 and 1911, the years leading up to the outbreak of the First World War can surely be considered the heyday of the company, which could boast a

balance sheet healthy enough for Carl Nestler and his wife to make plans for their sons, "to work together and use the accrued capital to expand the company until it is one of the biggest in Germany."¹⁰

Undaunted by the soaring inflation rates which prevailed immediately after the war in the 1920s, Carl Nestler Junior appears to have succeeded in moving a great deal closer to this goal, assisted by his brother Christian who had by now joined him in running the company. In a special supplement to the Freiburger Zeitung published in spring 1927 and devoted to Lahr as an industrial hotspot, the Nestler sanitaryware factory was described as a supremely modern, well-run company, with a "highly efficient metal foundry" containing "state-of-the-art machines" arranged on the basis of modern considerations of commercial rationality and constantly adjusted to incorporate the latest developments.¹¹ The article goes on to say that, "The factory currently specialises in the manufacture of 'Baden-style industrial valves', in widespread use for the construction of municipal water pipes [...]. The newly designed straight-way

4 The Lahr City Archives hold two substantial files of correspondence between Nestler and the municipality concerning the construction/expansion of his factory, dated 1892 and 1898, in: Lahr City Archives, District Office No. 1583.
5 Cf. extract from the 1887 exhibition catalogue in: Nestler family history/Grohe-Nestler history file, Lahr plant.
6 Quoted by Carl Nestler's wife, Mina Nestler, in an account written in February 1929 "On the history of the Nestler company", five typed pages, here p. 2, in: Nestler family history/Grohe-Nestler history file, Lahr plant (the original is held by the Nestler family).⁷ Ibid, p. 3.
7 Ibid, p. 3.

8 Cf. in this respect the records held by the Lahr City Archives, District Office No. 1586.
9 Letter dated 7.1.1909 in: ibid.
10 On the history of the Nestler company", p. 4, in: Nestler family history/Grohe-Nestler history file, Lahr plant.
11 Special supplement to the Freiburger Zeitung, spring 1927, in: Lahr archive, shelf No. 105, No. 18.



Faucet-Systeme		Faucet-Systeme		Faucet-Systeme	
	Faucet-System Nr. 1001	1001	1001	1001	1001
	Faucet-System Nr. 1002	1002	1002	1002	1002
	Faucet-System Nr. 1003	1003	1003	1003	1003
	Faucet-System Nr. 1004	1004	1004	1004	1004
	Faucet-System Nr. 1005	1005	1005	1005	1005

Faucet-Systeme		Faucet-Systeme		Faucet-Systeme	
	Faucet-System Nr. 1006	1006	1006	1006	1006
	Faucet-System Nr. 1007	1007	1007	1007	1007
	Faucet-System Nr. 1008	1008	1008	1008	1008
	Faucet-System Nr. 1009	1009	1009	1009	1009
	Faucet-System Nr. 1010	1010	1010	1010	1010

Faucet-Systeme		Faucet-Systeme		Faucet-Systeme	
	Faucet-System Nr. 1011	1011	1011	1011	1011
	Faucet-System Nr. 1012	1012	1012	1012	1012
	Faucet-System Nr. 1013	1013	1013	1013	1013
	Faucet-System Nr. 1014	1014	1014	1014	1014
	Faucet-System Nr. 1015	1015	1015	1015	1015

Sanitäre Armaturen		Sanitäre Armaturen		Sanitäre Armaturen	
	Standbattery Nr. 1649 c mit abnehmbarem Auslauf vern. ca. g. RM 200 1700 21.90	1649 c	1649 c	1649 c	1649 c
	Standbattery Nr. 1649 e mit festem kurven Auslauf vern. ca. g. RM 1450 21.90	1649 e	1649 e	1649 e	1649 e
	Wannenfüll-u. Brausebatterie Nr. 1668 m Brauseger. Nr. 1665 vern. ca. g. RM 2700 3430 29.25 32.75	1668 m-d	1668 m-d	1668 m-d	1668 m-d
	Brause-Batterie Nr. 1667 m Brauseger. Nr. 1665 vern. ca. g. RM 2040 3200 26.25 32.50	1667 m-d	1667 m-d	1667 m-d	1667 m-d
	Brausegarnitur Nr. 1665 mit Brausekopf und rd. gebogenem Brausearm vern. RM 7.00	1665	1665	1665	1665
	Brausegarnitur Nr. 1705 Aufgehänge mit Handbrause und Brausekopf vern. RM 12.50	1705	1705	1705	1705

Sanitäre Armaturen		Sanitäre Armaturen		Sanitäre Armaturen	
	Wannenfüllbatterie Nr. 1661 a mit Kalverwechslungen ca. g. RM 2380 2950 26.80 26.90	1661 a	1661 a	1661 a	1661 a
	Kohlenbadeofenbatterie Nr. 1678 a mit Brauseger. Nr. 1672 vern. ca. g. RM 2400 23.90	1678 a	1678 a	1678 a	1678 a
	Brausegarnitur für Kohlenbatterie Nr. 1672 mit 700 mm lg. Brausearm, Brausekopf und Steiger ohne Verschraubung vern. RM 6.30	1672	1672	1672	1672
	Brausen vern. Nr. 606 glatt RM 1.15 1.35 1.85 2.00 2.30 2.80	606	606	606	606
	Closetspüler Nr. 711 Dal-Automat mit vern. RM 15.75	711	711	711	711
	Closetspüler Nr. 712 Eckspülventil mit Seesterguß 1/2 verdeckter Kappe vern. RM 18.00	712	712	712	712

Carl Nestler G. m. b. H. Armaturenwerk, Lahr

Gegr. 1873 Armaturen für Wasser, Gas, Dampf, Brauerei, Brennerei und Sonderzwecke

Drahtwort: Carl Nestler Lahrbaden
 FERNSPRECHER 28 5 1
 Postfach: Karlsruhe Nr. 1018
 Bank: Deutsche Bank, Filiale Lahr

Lahr (Baden), März 1938.

water valves and garden sprayers are also particularly noteworthy. The bulk of production is accounted for by all the standard brass faucets for water or gas pipes [...] The company supplies all of its products in either gunmetal or phosphor bronze, with fine nickel or copper platings also available. The catalogue contains several hundred different model types, not to mention the different size options, and any sanitary fitting can be supplied upon request.¹² At the same time, however, the company had largely streamlined its product range due to increasing levels of standardisation within the industry. The sanitaryware was manufactured using a modern assembly line system, moving from moulding, casting and various processing stages (filing, sandjet cleaning, boring, thread screwing, polishing) through to assembly of the entire product, before pressure tests were carried out at around 20 to 25 bar (water pipe pressures at the time were generally in the region of 3.5 to 12 bar); “The

company’s guiding principle is a firm belief in quality.” Its customer base comprised mainly plumbers and professional fitters, but the company also exported its goods. The article concluded with the words that, “This first-class large enterprise has been a firm fixture within the wider Baden region for many years, and outperforms all of its rivals.”

Not long after this article was published, however, disaster struck. Carl August died in May 1927 at the age of 49, an event followed only shortly afterwards by the death of the 27-year-old Christian Nestler in late November 1928. The company suddenly found itself without a manager, and the founder Carl Nestler was too old to step in himself, having reached the ripe old age of 81 by this time. “[These] happenings put paid to all of our plans,” was the resigned conclusion drawn by their mother, Mina Nestler, in her account dated February 1929.¹³

Our knowledge of subsequent developments is sketchy. Another son was granted power of attorney for the company along with Hans Nestler, but after the death of Carl Nestler Junior the company passed into the ownership of his widow, Frieda Nestler, who appears to have continued at the helm together with her daughter, Ruth Nestler. In late June 1933 the company’s name was changed to “Carl Nestler Armaturenfabrik GmbH”. Rudolf Nestler (the fourth son of Albert Nestler who was the owner of the company manufacturing slide rules) was appointed manager with a view to assisting Ruth Nestler, who had taken over management of the sanitaryware factory at the age of only 24. Rudolf Nestler resigned from this role in 1938, however, which meant that sole responsibility for the company was once again held by Ruth Nestler. She remained in control of the 120-strong company throughout the era of National Socialism and the Second World War¹⁴, following the

death of its founder, Carl Nestler, two years earlier on 21 May 1936¹⁵. The scope and breadth of Nestler’s 1934 catalogue, featuring the striking logo it had by then acquired, remain an indication that the company and its manufacturing operations enjoyed substantial success well into the 1930s¹⁶.

The company’s product range included simple fittings and covers through to large industrial fittings, incorporating almost all segments of the market: fire-fighting fittings, gardenware, faucets for gas and steam pipes (i.e. heating systems) as well as sanitaryware, including third-party products sold for commission, as shown by the picture of the DAL toilet flush valve. Explicit reference is also made to the different designs and finishing standards available: a 20% supplement was charged for gunmetal, 10% for nickel plating and 20% again for the then novel manufacturing process of chrome plating.

12 Ibid.

13 On the history of the Nestler company”, p. 5, in: Nestler family history/Grohe-Nestler history file, Lahr plant.

14 Cf. Die Firmenleitung im Spiegel des Handelsregisters [Managerial Practices as Reflected in the Companies Register], in: ibid.

15 One of Carl Nestler’s grandchildren, the engineer Kurt Barho, founded what was initially a wholesale shop for metal and technical rubber goods as early as 1930 in the nearby Zell am Harmersbach, “on the advice of his grandfather”. It eventually developed into a small sanitaryware factory.

16 A Nestler gardenware catalogue was also published in 1938. This included a letter addressed to the company’s dealers, bemoaning what must have been frequent instances of confusion between Carl Nestler and Otto Nestler GmbH, a Cologne-based wholesaler. The letter and the catalogue are held by the author.

Diese Erfindung hat den Siegeslauf durch die ganze moderne Welt angetreten!

ROBICALOR-

Elektrischer Durchlauferhitzer
DBP und Auslandpatente

unübertroffen
leistungsfähig
wirtschaftlich

Vom SEV geprüft und genehmigt laut Prüfungsbericht

Prospekt-Nr. R/VI/52

Alleinhersteller: **Carl Nestler G. m. b. H.** Armaturenwerk **Lahr/Baden · Germany**

III. The Grohe take-over and subsequent developments

The forced switch to arms production and the major problems involved in procuring raw materials, which persisted well into the post-war period, took a heavy toll on the company. It proved impossible to bounce back fully, even after the Second World War. In March 1949 its manager, Ruth Nestler, married the engineer Ewald Kuckuck, who subsequently joined the company alongside her and was granted sole power of attorney. Attempts to turn around the firm's financial fortunes were focused on a constant search for new products which could be manufactured under license. Bells were cast, telescope masts produced and many projects launched which failed to deliver enduring success¹⁷, such as the "Robicalor", an electric instantaneous heater brought to market by Nestler (its sole German manufacturer) in 1952 under a licence issued by the Basel-based Swiss inventor, Intreal AG.

Praised as the "safest, most durable and most user-friendly hot water faucet design the world has ever seen", the product was apparently expected to meet with great market success. There is no denying the practical benefits and technical advances offered in comparison to traditional electric boilers, and in particular the gas-operated instantaneous heaters or coal-fired water heaters which were in widespread use at the time. Yet the "Robicalor" never did become a top seller, and it is clear from the comprehensive but fragmented product range in Nestler's 1952 catalogue that the company was positioning itself not just as a sanitaryware manufacturer, but also as a metal foundry and equipment engineering company¹⁸.

The catalogue featured adverts not only for a relatively large range of fittings (for water, gas, garden, steam, sanitary and special purposes) and the instantaneous heater referred to above, but also for "Nestler's electrical household washing machine". Only one product (also manufactured under a Swiss patent, DPA No. 901395) proved lucrative and attracted interest from other players

¹⁷ As per the recollections of the then plant manager, Horst Hempel, in 1973 on the occasion of the company party held in Lahr on 6.10.1973 to mark the 100th anniversary of sanitaryware production in Lahr, in: Nestler family history/Grohe-Nestler history file, Lahr plant. Cf. also Grohe Report 5 (1973), a special issue to mark the 100th anniversary of the production site in: *ibid*.

¹⁸ 1952 Nestler catalogue in: Deutsches Museum archive, company correspondence section, including a multi-page Robicalor advertising prospectus.

WAS IST NUN DAS GEHEIMNIS VON „SKALA-THERM“?
Das Herz dieses patentierten Mischventils ist ein Federhals-Rohr. Es ist mit einer Flüssigkeit gefüllt, die auf jede Temperaturschwankung unmittelbar und kräftig reagiert. Jede Längsdehnung dieses Rohres bewirkt eine Verschiebung der abgedichteten Ventilsitze, wodurch der Heiß- und Kaltwasserstrom automatisch reguliert wird.

Fachleute sagen: Eine wirklich geniale Konstruktion, nicht nur in der Idee, sondern auch durch ihre Einfachheit, Funktions- und Maßgenauigkeit sowie thermische Abstimmung jener Teile, die die Auswirkung der Steuerungsgänge bewirken.

„SKALA-THERM“ braucht keine Wartung und Pflege.

Das einmaligen Anschaffungs- und Montagekosten stehen die großen Vorteile und Ersparnisse gegenüber, die das „denkende Mischventil“ Stunde um Stunde, Tag um Tag, Jahr um Jahr einbringt.

MASSE UND GEWICHTE:

Anschlußgrößen	1/2 bis 1/2 Zoll	Größere Abmessungen
Baumgröße	180 x 120 x 60 mm	nach Anfrage.
Gewicht	ca. 2,4 kg	

„SKALA-THERM“ wird stückweise in entsprechende Kartons verpackt. • Eine bebilderte Montageanleitung liegt bei.
Eine Normkiste enthält 24 „SKALA-THERM“. • Maße dieser Kiste ca. 37 x 40 x 39 cm • Gewicht dieser Kiste ca. 61 kg

● **CARL NESTLER GMBH · LAHR (BADEN) · GEGRÜNDET 1873**
Armaturenwerk Metallgießerei Apparatebau
Fernruf: Lahr 2610 · Telegramme: armaturenstf · Postanschrift: Carl Nestler GmbH, 17b Lahr · Postfach 159
● Lieferung durch:

in the sanitaryware industry, including Friedrich Grohe; the "Skala-Therm", an automatic mixing valve with integrated thermostat, later to become known as the "Lahrer thermostat" or "Volksthermostat [the people's thermostat]". The first thermostat housings were cast by an external supplier in Karlsruhe to begin with, and regularly transported to Lahr by train in two suitcases¹⁹.

The "Skala-Therm" operated by means of the thermal expansion of a bellows pipe filled with a liquid characterised by a very high coefficient of expansion. The mixed water was forced to flow along the entire length of the thermostat, where an extremely rapid reaction took place, i.e. the desired pre-set temperature for the mixed water was achieved immediately. A 12-page "Skala-Therm primer" published on the subject explained the innovative product in detail to sales representatives and plumbers²⁰. Other thermostats at the time were designed to use bi-metal technology, including those which GROHE was simultaneously developing. The disadvantage of all previous fluid regulators was that they responded too slowly or too

imprecisely. The design of the "Skala-Therm", also advertised as an "intelligent mixing valve", ensured that it worked to a high degree of precision in terms of temperature within seconds. As a result, it became the only mixing valve used in colour photo laboratories, which required absolute temperature accuracy due to the extreme sensitivity of the films being developed. Customers were also promised that the mixing valve would remain limescale-free. All of these factors thus contributed to Friedrich Grohe's purchase of the Lahr-based company.

When Friedrich Grohe took over Nestler on 26 October 1956 (soon renaming it Grohe Thermostat GmbH), the company had 135 employees. Gottfried Weigel was initially appointed manager, but was replaced in May 1959 by Friedrich Grohe Junior, Grohe's son, with Friedrich Grohe himself taking up an additional managerial role in May 1963. The new production site was gradually increased in size, modernised and expanded to manufacture products other than thermostats.

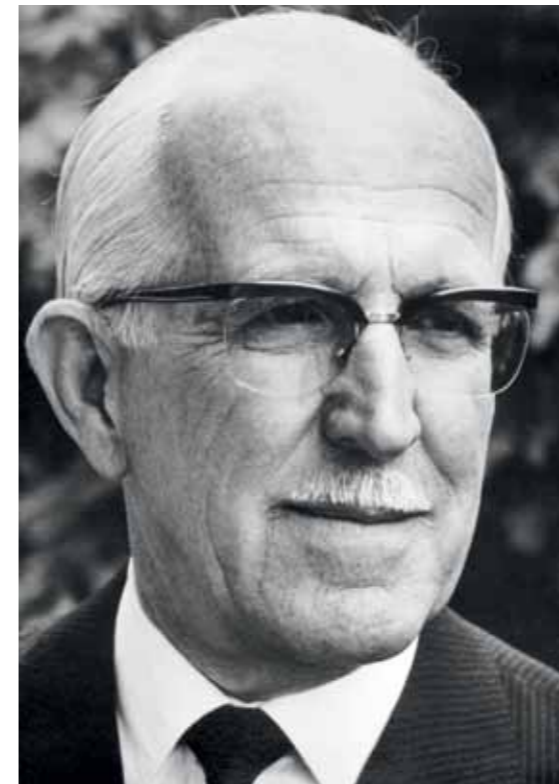
In 1960 production started in a newly constructed plant which housed casting, mechanical working and grinding facilities, and a new automated lathe turning hall was built in 1970. The 1970s saw major investments flowing into Lahr, including first and foremost the new automated grinding and electroplating hall constructed in 1973. Fifty tonnes of brass were used every day that year to produce between 800 and 900 thermostats, 15,000 fittings and around 50,000 moulded, ground, polished and chrome-plated handles. The central smeltery and foundry was built in 1978, as well as a “Life-Testing Laboratory” which represented a milestone in terms of basic research within the fittings and sanitaryware industry. The company also embarked upon the manufacture of colour fittings that year, and started to manufacture showers in 1979. The opening of the colour division in 1989, which heralded the start of the manufacture of high-quality fittings for the new GROHEart range, was a further landmark for the company’s development, and the first GROHE Technical School was established in Lahr in 1993. By 1991, 25,000 complete fittings were manufactured every day by a workforce that had grown to 1,600 employees. An additional 13,000 showers were produced daily as of 1998. Between 1998 and 2000/2001, Lahr saw the development and use of new surface technologies (PVD and matt chrome) and the establishment of the Showers and Shower Systems Division.

Nestler’s technological roots reach right back to the beginnings of the sanitaryware industry in the 1870s and 1880s. However, a broader perspective reveals that the actual manufacturing know-how for the company’s core product (the automatic mixing valve) was of much more recent vintage and primarily bought in, as was the case for Eichelberg and DAL/Rost. Nevertheless, the factory in Lahr became part of GROHE’s “technical DNA” since it signified a wholesale move into the area of thermostatically regulated plumbing fittings. This field was still fresh territory at the time, but soon came to be dominated by GROHE in the spirit of a technical trailblazer. This achievement was made possible by experts in brass metal who had been trained in the art of invention and possessed a wealth of knowledge in the field.

19 Cf. the recollections of the then plant manager, Horst Hempel, in 1973 on the occasion of the company party held in Lahr on 6.10.1973 to mark the 100th anniversary of the sanitaryware factory in Lahr, in: Nestler family history/Grohe-Nestler history file, Lahr plant.

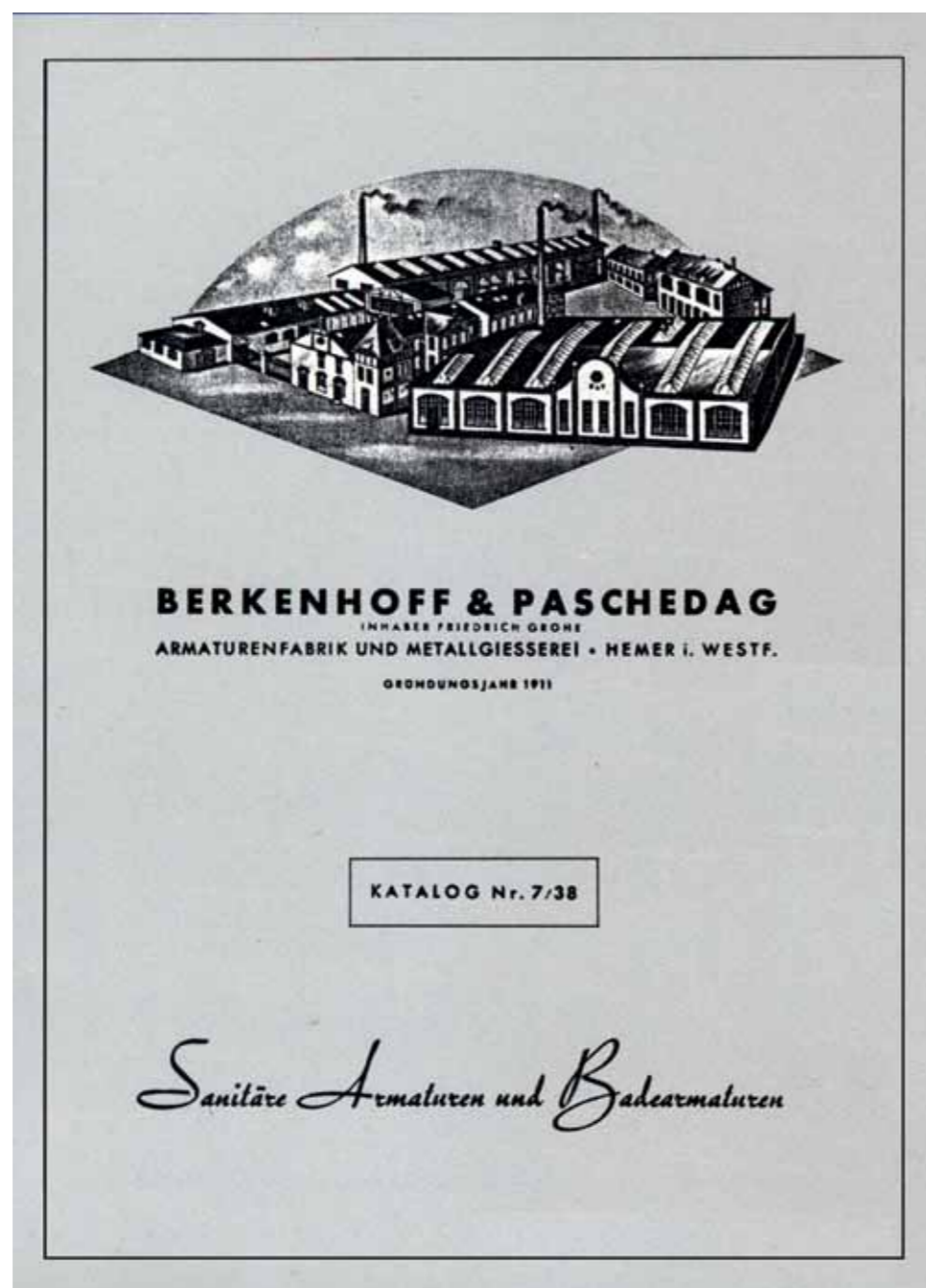
20 Cf. the primer in: *ibid.*

FRIEDRICH GROHE AG – INNOVATION CYCLES AND TECHNICAL DEVELOPMENT PHASES, 1936 TO 2014



I. Foreword

The focus in the next section will move from the various turning points and eras in the company’s development, whether from a company law perspective in terms of ownership (i.e. the first phase covering the company’s foundation and management between 1936/1948 and 1998 (GROHE as a family-run company), the period between 1998 and 2014 (when GROHE was owned by financial investors), and finally from 2014 onwards (GROHE as part of the Japanese Lixil Group), or from the viewpoint of changing company policies and strategies (expansion and internationalisation, the caesura of the ITT buyout and the second wave of globalisation, the expansion and conversion of specialist firms into comprehensive and system suppliers in the 1990s along with the wave of globalisation) to rest solely on technical developments, technological procedures and innovation cycles (product and process innovations). GROHE was more heavily invested in technology, research and development from its very inception. “GROHE technology” often functioned as a game-changing benchmark forming the basis for GROHE’s status as a technological frontrunner. The sanitaryware industry is characterised by closer links between technology and society than almost any other industry, or in other words the interdependency between standards, behaviour and attitudes not only to the body and personal hygiene but also to the functionality (or ascribed functionality) of sanitary fittings, the emotions associated with their use and the overall “experience”. This applies mainly (but not exclusively) to the bathroom, leading to a revolution in bathroom and bathing practices, the best example of which, at the latest since the start of the new millennium, is the significance of the Ritz and other luxury hotels as pacesetters and the first place where most people experience modern sanitaryware technologies and design. This meant that design assumed ever greater importance from the 1960s onwards if not earlier, and developments within the industry were henceforth marked by the close interdependency of technology and design.



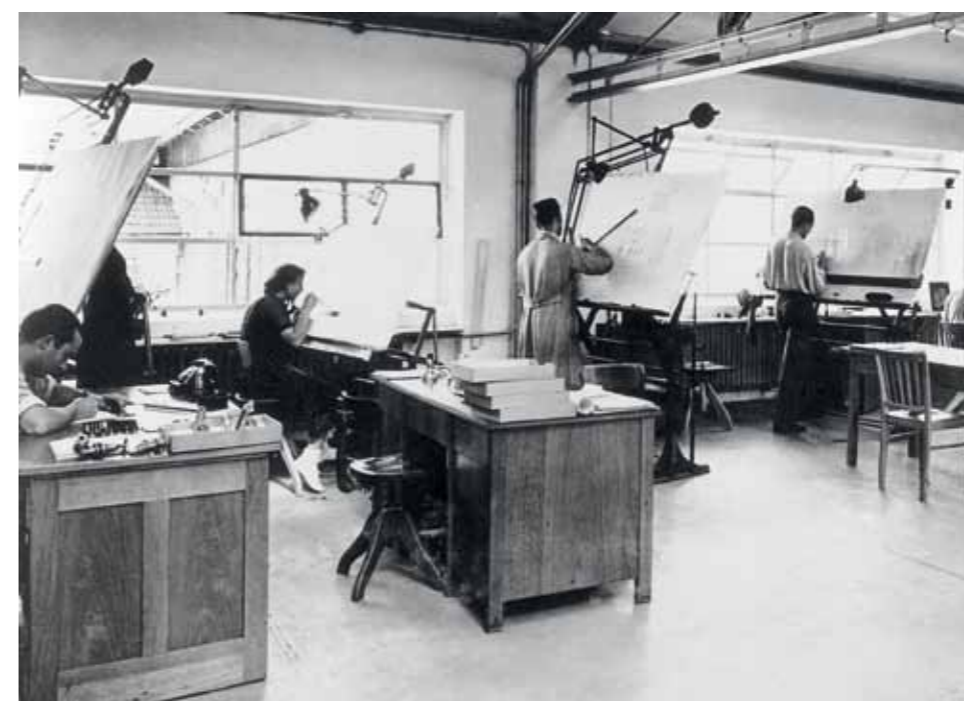
II. The early days from 1936 to the 1950s – more similarities than differences, or: early moves to capture markets and expand

At the age of 34, Friedrich Grohe could already boast a wealth of knowledge and experience when he took the helm at the Berkenhoff & Paschedag ironmongery and sanitaryware factory in 1936. After completing his apprenticeship in the ironworking and fittings trade, he gained additional practical experience during spells abroad and joined his father's company in 1926 (at which time it employed 75 workers paid on an hourly basis and 4 salaried workers). He played a key role in introducing the latest brass die casting techniques and the relevant new machinery and production processes²¹. As early as August 1934 (rather than in 1936, as is often mistakenly claimed), Friedrich Grohe left the company after it became apparent that his father would hand over ownership to his elder stepbrother, Hans²². Grohe then became a proxy holder at Berkenhoff & Paschedag (B&P), going on to assume a managerial role two years later and, only a few months afterwards (probably not until early 1937) taking over the entire company by

buying it for RM 65,000. B&P was an innovative company founded by the inventor, entrepreneur and sole owner Friedrich Paschedag in 1933, and focusing exclusively on the manufacture of sanitaryware. In December 1928, for example, Paschedag was granted a patent for a "faucet handle with a letter plate of delicate material and an axial fixing screw", followed by another patent in December 1932 for a "pipe interrupter for the ventilation of domestic water pipes"²³.

This was a significant, original invention, featuring a non-return valve to prevent the back siphoning of wastewater. Previous complex designs had required many different components and were correspondingly expensive; Paschedag's interrupter was installed directly inside rather than outside the pipeline, thus achieving a much simpler fitting which – most importantly of all – took up less space. Finally, in March 1933, Paschedag applied for utility model protection for a hot and cold water take-off mixer faucet, again with a design that was both simpler and sturdier. Friedrich Paschedag died suddenly on 19 March 1934, however, before he could reap the benefits of his company's new

21 Cf. Ein Unternehmen macht Geschichte [A company makes history], Hansgrohe 1901–1994, p. 6.
22 Cf. *ibid.*
23 Patent and utility model protection documents in: Grohe Patent Division, Hemer plant.



The design department in 1951



strategic direction. Unable to cope with the company she had inherited, his widow found herself in urgent need of assistance. She found it in the person of Friedrich Grohe, who henceforth adopted a dynamic approach to managing the company. With 70 employees and an annual turnover of RM 650,000 at the time of the take-over by GROHE, B&P was only around half as large as the Schiltach-based Hans Grohe, but was nevertheless a key player on the Iserlohn sanitaryware scene. The new catalogue appeared as early as 1938, following further modernisation and specialisation in the manufacture of sanitaryware and shower fittings.

Business boomed, with the number of employees doubling to 150 by 1939²⁴. Right from the start, GROHE's commercial policy was founded on a strategy of top-quality product manufacturing. However this proved unsustainable, at the latest following the outbreak of war and the challenges this brought in terms of a lack of raw materials, substitution of materials, mandatory "simplifications" and uniform fittings and, last but not least, a switch to war production.

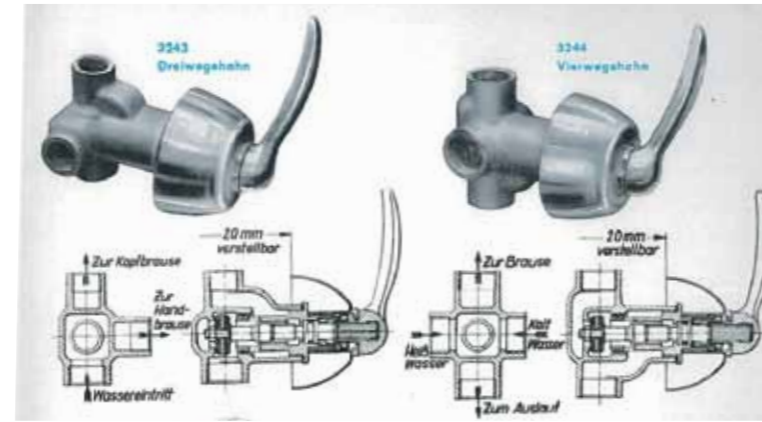
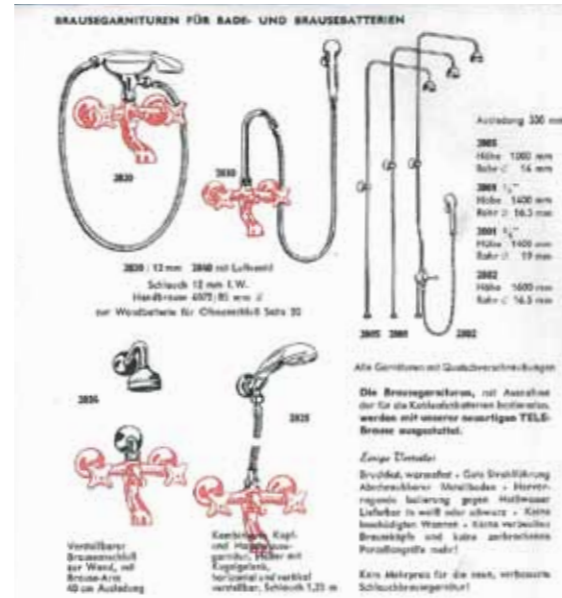
24 Cf. in this respect the details given in the press release issued on 28.8.1954 to mark 50 years of Grohe, in: History of the Grohe Family and the History of the Company. Presented by the management of the Grohe Group on the 70th birthday of Friedrich Grohe, Hemer, September 1974 (hectograph: 67 pages), here p. 49.

25 In 1951 there were only 242 hourly-paid and salaried workers.

B&P appears to have emerged from the war period comparatively unscathed overall, since the company already had 200 employees in 1946, 450 in 1951/52 and as many as 600 in 1954. Friedrich Grohe, who had renamed the company²⁵ in his own honour in 1948, had thus far outstripped his father's Schiltach-based company.

As early as 1951, GROHE was positioning itself as a supremely modern company, using state-of-the-art process and product technologies (gravity die casting, electro-chrome plating, modern lathes) and running its own design department – a development-focused company which was once again manufacturing top-quality fittings. GROHE's commitment to its customers has survived the decades: "Made in Germany is a synonym for precision. Precision is a synonym for GROHE."

Overtaking all of its competitors in a German fittings industry which was struggling to regain its previous vigour, GROHE moved into foreign markets not only as an exporter but also to set up a subsidiary (Cobra



Brassware Ltd., which was established as a production site in South Africa in 1951, with the number of employees rising rapidly from 50 in 1951 to 250 in 1954)²⁶.

As early as the mid-1950s, GROHE was again able to present a broad spectrum of all types of sanitaryware in its catalogue. Products ranged from shower fittings, bathroom mixer faucets, kitchen mixer faucets and urinal fittings to bath filler mixers, and an explicit commitment to "GROHE Quality" through state-of-the-art manufacturing procedures featured on its opening pages.

In technological terms, the company's range of sanitaryware featured the cone-lift covers developed back in 1950 for mechanical water volume control, as

well as single-hole mixer faucets and wall-mounted and flush-mounted fittings, representing the very latest in product development. A further striking feature is that certain ranges or product lines (Brillant, Caro and Stratos) already featured handles produced in a variety of materials (metal, plastic and porcelain, in assorted colours). Technical details such as the GROHE swivel spouts with an "indestructible rubber surround seal and effortless ease of movement" and complex three- or four-way mixer faucets are evidence that the company was technologically well ahead of its competitors in the sanitaryware industry.

²⁶ Cf. in this respect the details provided in the press release issued on 28.8.1954 to mark 50 years of Grohe, in: History of the Grohe Family and the History of the Company. Presented by the management of the Grohe Group on the 70th birthday of Friedrich Grohe, Hemer, September 1974 (hectograph; 67 pages), here p. 49.

Die Fertigungsstätte der GROHE ARMATUREN darf als eine der modernsten und besteingerichteten Fabriken für die Herstellung sanitärer Armaturen bezeichnet werden.

Der hervorragende technische Stand des Werkes erlaubt es, stets die günstigste Herstellungsmethode zu wählen.

Wo unsere klassisch schöne Linienführung im Vordergrund steht, werden Armaturenteile in Stahlkokillen von höchster Genauigkeit gegossen.

Bei einfacher Formgebung kommt das Warmpreßverfahren zur Anwendung. Massenteile werden im Druckgußverfahren hergestellt.

In Anbetracht der häufig vorhandenen Aggressivität des Wassers wuchs die Erkenntnis, daß es nicht auf die Härte des Werkstoffes, sondern vielmehr auf dessen Eignung und Dauerhaftigkeit ankommt. Anstelle der relativ spröden Messinglegierung Ms 58 wird ein höher legiertes und damit geschmeidigeres, nach werkseigenen Analysen hergestelltes Material von besonderer Reinheit und Haltbarkeit eingesetzt. Dieses hochwertige Material wird nur auf elektrischem Wege unter Beobachtung genau festgelegter Temperaturen geschmolzen und vergossen. Diese und andere hochentwickelte Fertigungsmethoden, von einem auserwählten Mitarbeiterstab entwickelt und gehandhabt, schufen den Ruf der GROHE ARMATUREN im In- und Ausland.

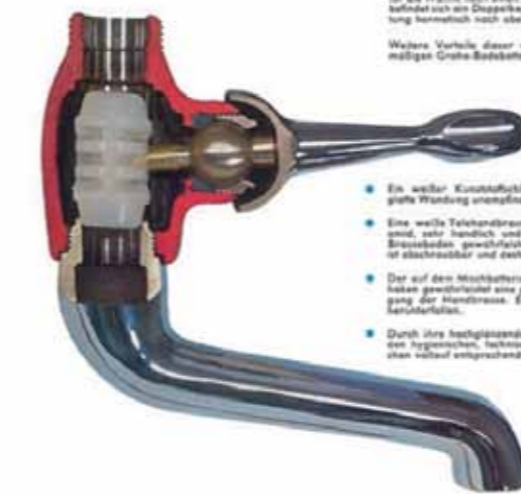
Wer GROHE Armaturen wählt
liebt Fortschritt, Schönheit, Qualität!



Advertisement from 1951



**Über 2 Millionen
GROHE-Badebatterien „Atlanta“**



Unschätzbar hat sich diese Messing- und Bronze-
batterie am Markt erwiesen. Sie durch Badepaten
(D&P) geschützte Kartuschenabteilung ist leicht und sicher
zu bedienen. Für die Erhöhe wird der Griff nach oben,
für die Wärme nach unten gedrückt. In Innern des Gehäuses
befindet sich ein Doppelsiegel aus Nylon, der bei Umrech-
nung hermetisch nach oben oder unten abdichtet.

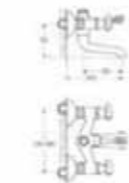
Weitere Vorteile dieser vollendet schönen und zweck-
mäßigen Grohe-Badebatterie sind:

- Ein weißer Kunststoffknauf, leicht zu reinigen, die
grobe Reinigung unempfindlich gegen Laugen und Säuren.
- Eine weiße Teilkartridge aus unzerbrechlichem Poly-
amid, sehr handlich und besonders leicht. Ein stabiler
Brassboden gewährleistet eine exakte Trichterführung,
ist stoßresistent und deshalb leicht zu reinigen.
- Der auf dem Mischbatteriekörper aufgesetzte Gabel-
hebel gewährleistet eine praktische und sichere Aufhän-
gung der Handbrause. Einmal eingesteckt kann sie nie
herausfallen.
- Durch ihre hochpräzise Verchromung ergibt sich ein
sehr hygienisches, technisches und ästhetisches An-
sehen selbst entsprechenden Bild.

Wegen ihrer Vielseitigkeit wird sie seit Jahren auf ver-
schiedensten Sanitärstellen formloser Industrietechnik
eingesetzt.

Weitere Variantemöglichkeiten der Anschlüsse und
Brassgehäuse entnehmen Sie bitte unserem Katalog 42.

Bestteile der Atlanta



**FRIEDRICH GROHE
ARMATURENFABRIK
587 HEMER/WESTF.**



III. The 1960s and 1970s – the end of the “classical fittings” era or: GROHE’s reinvention of the faucet and the company’s role in pioneering an increasingly scientific approach within the sanitaryware industry

The 1960s saw GROHE ushering out the “classical fittings” era with its market launch of the single-lever faucet. It became a “single-lever pioneer” not just in Germany but throughout all of Europe and effectively brought about the reinvention of the faucet. The single-lever faucet presented by GROHE in 1962 was the outcome of a long process of innovation and development that had started back in 1937 with work carried out by the American Alfred Moen. It was only in 1947 that the faucets were mass-produced and commercialised in the USA, however, and even the GROHE/Moen single-lever faucet of 1962 still had many technical flaws.

The single-lever faucet is a mechanical mixer faucet with a lever which can be used to adjust both the flow rate and the temperature of mixed water rapidly and as desired, a result initially achieved through the reciprocal displacement of rubber discs fitted on the hot and cold water flow openings.

Mixer valves fitted with thermostats allowing water temperature and flow rate to be controlled independently of each other represented a second major innovation. This meant that pre-set temperatures remained constant regardless of any pressure or temperature variations on the hot or cold water side. Non-return valves or backflow preventers were also installed in hot and cold water pipes, and work was carried out at the Hemer site on bi-metal controlled thermostats in parallel to the developments made at Lahr in the field of liquid-controlled thermostat technologies.

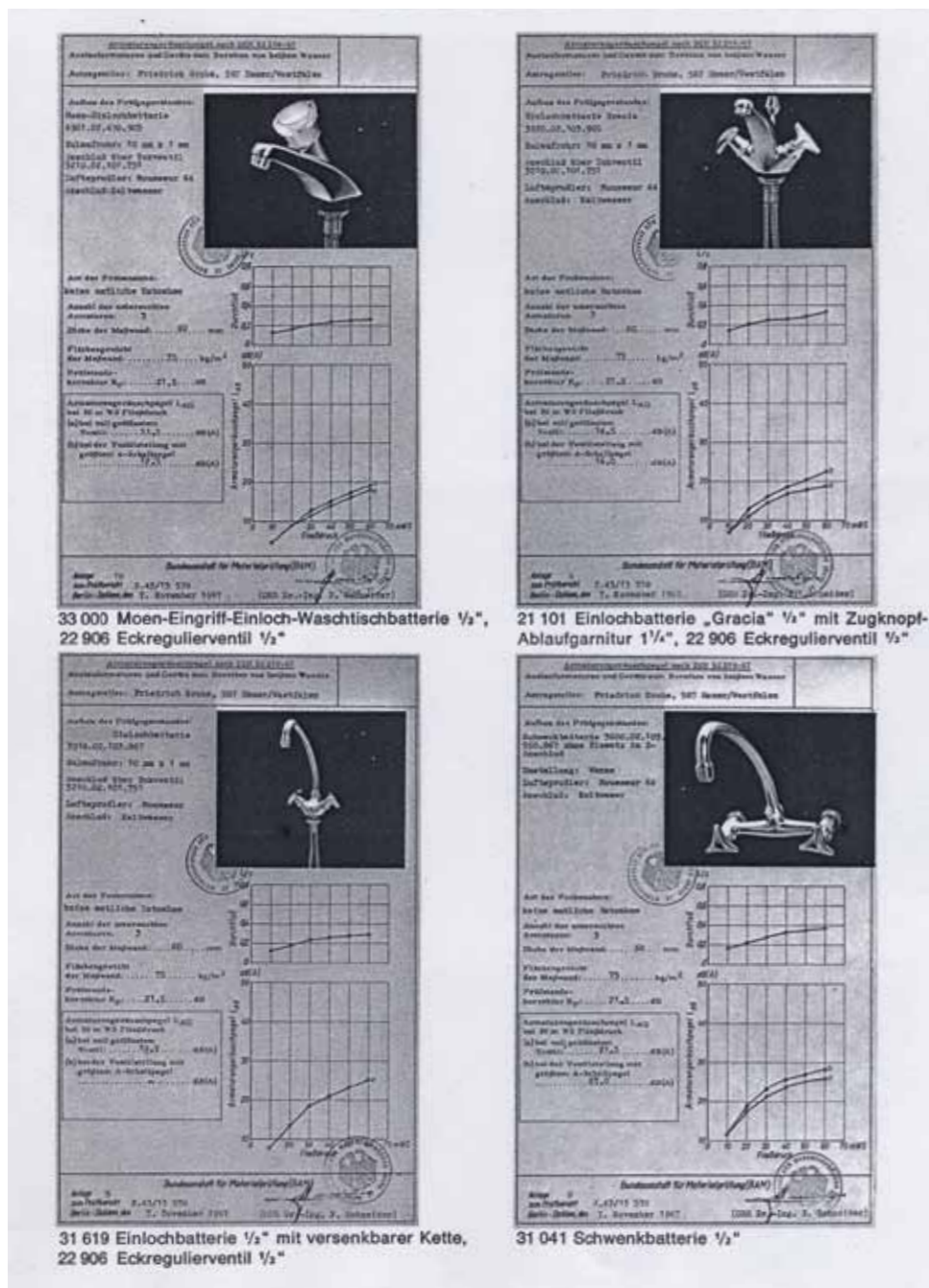
The definitive victory of concealed supply fittings, with the actual mixer faucets as the only visible functional components, marked the third major development and entailed multiple new designs and redesigns.

The fourth major innovation was the company’s adoption of plastics as a novel procedural and materials technology, providing an entirely new source of know-how to complement its decades of experience in the field of non-ferrous metals. Plastic pistons were installed in mixer faucets and at various locations in fittings systems, and plastic was a central component in Grohe’s biggest seller of the 1960s – the bathroom mixer faucet “Atlanta”, which featured a patent-protected piston switching system with a nylon double cone operating as a seal in certain configurations, a low-maintenance white plastic hose and a white detachable showerhead made from unbreakable polyamide.

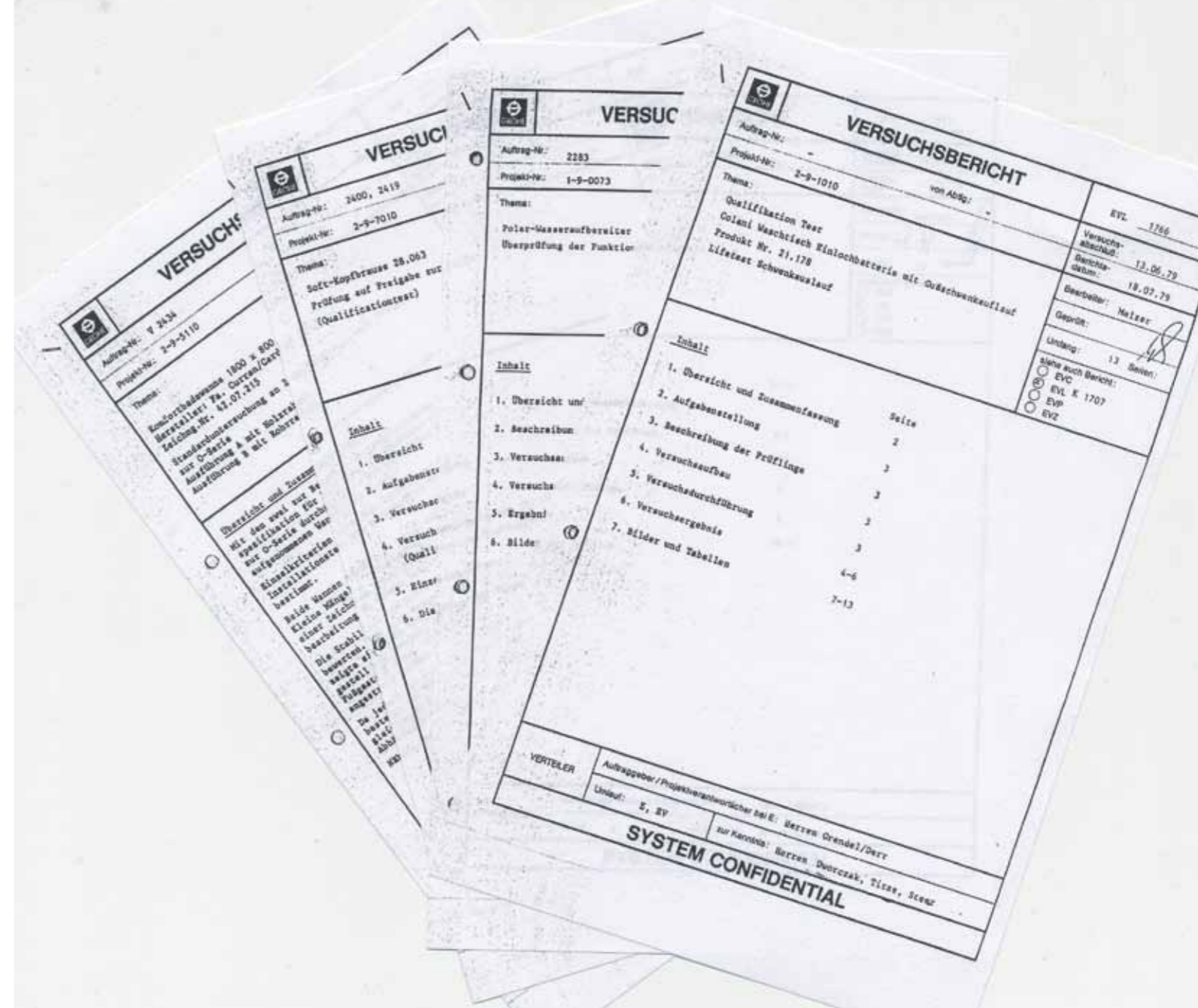
Reducing the levels of noise emitted by sanitary fittings presented a fifth major challenge. The significance of DIN 4109 for the sanitaryware industry as a whole has already been explained using the example of DAL/Rost. The low-noise performances required for structural engineering purposes meant that GROHE too was forced to undertake intensive R&D efforts, with the company’s catalogues describing the test-certified low noise levels of GROHE’s fittings in some detail. The DIN requirements brought about the rapid adoption of a more scientific approach by the fittings industry and entailed intensive in-house R&D work, a task at which GROHE excelled²⁷.

Like DAL, GROHE set up its first test laboratories in the early 1960s. These R&D structures were then systematically expanded by hiring employees who were qualified highly enough not merely to understand

27 Cf. contemporary witness interviews and expert forums held in Iserlohn and Lahr with Mr Lipowski, Mr Gransow, Mr Stauffer, Mr Jäckel, Mr Erny, Mr Bläsi and Mr Olbrich in December 2014.



Extracts from BAM test certificates issued in 1967 for low-noise performance



but also to harness the highly complicated physical processes which take place inside fittings, involving a variety of dynamically changing pressures, temperatures and throughput speeds and a range of different materials²⁸. Plastics and polymers expertise was now called for in addition to metallurgical know-how, since solutions needed to be found to the problems faced by the company in connection with the complex (and difficult to execute) processes involved in producing coloured plastic surfaces, the refinement of GROHE's revolutionary cartridge technology within single-lever faucets, implementation of the latest electroplating techniques on large-scale production lines or the use of ceramics in new, low-wear sealing components to replace the previous rubber designs. The establishment of the "Life-Testing Laboratory" in Lahr, where GROHE products would henceforth be tested for their durability, heralded the introduction of wholly new quality standards for the

industry²⁹. At the same time, the use of electronics and novel high-tech solutions such as ultrasound, infrared and radar revolutionised the sector and led to the automation of sanitary fittings and their touch-free operation. Write-ups of experiments carried out in the 1970s reveal just a few of the many topics occupying the GROHE technicians and engineers of the time.

A fresh interest in ergonomic sanitaryware design also threw up entirely new issues during this period. Distinctive solutions were supplied in the shape of the Euromix single-lever faucet introduced in 1971 or the "Relaxa" showerhead, the first ergonomically designed model of its kind, which came onto the market in 1979. The company's first forays into the field of showers and shower systems in 1979 also called for fresh know-how in many cases, but ground-breaking innovations were soon the order of the day here too thanks to the rapid work of GROHE's R&D structures³⁰.

A not insignificant corollary of this rapid rate of growth was an expansion of production capacities (hence the take-over of the Menden-based tool factory Schmölle & Co. in 1965). The company also continued to pursue its acquisition-based strategy of accessing foreign markets. In 1965 it purchased the Vienna-based fittings factory Lang & Co. (known as "Sternarmaturen") with the aim of capturing the Eastern European market, and the establishment of a number of new distributors also allowed GROHE to expand its market presence, heralding the company's second wave of internationalisation³¹.

28 15% of Grohe's employees (almost 500 out of a total 3,300) were technicians and engineers by 1973, when the company posted a turnover of DM 370 million.

29 In the early 1970s, Grohe developed the first cover with an extended service life of 500,000 load cycles. "Grohe quality" also became a benchmark in the USA, where the Grohe durability test was incorporated into the US ASME quality standards, exerting a major influence over the North American fittings standard.

30 The DIN standardisation of an "intrinsically safe fitting" (intrinsically safe against the backflow of wastewater into the drinking water system) also determined the quality and functionality of sanitary fittings, and led to the development of sanitary fittings with integrated backflow preventers.

31 The most significant Grohe products of the 1970s included the Atlanta and Stratos bath mixer faucets, the Gracia washstand mixer faucet, the Euromix single-lever washstand and kitchen mixer faucets, the Grohmix bath mixer faucets and Grohe Comforta water technology, as well as bathroom accessories ("Crystal Princesse"). Cf. History of the Grohe Family and the History of the Company. Presented by the management of the Grohe Group on the 70th birthday of Friedrich Grohe, Heme, September 1974 (hectograph; 67 pages), here p. 45.

A brief digression on Hans Grohe and Friedrich Grohe – the period during which family and company history merged (1956 to 1974)

Effectively, we know nothing as yet about the period between 1961 and late 1974, during which Friedrich Grohe was sole manager of the company Hans Grohe, in terms of its implications for the corporate policy and commercial strategy of the two companies.

Their histories had actually converged as early as 19 December 1956, when Friedrich Grohe was appointed limited partner at the Hans Grohe company (alongside Klaus Grohe, amongst others). Friendly relations existed between the companies at this time, and they shared a feeling of belonging together based on their ownership by a single family of shareholders, albeit one with many branches. A large party was held for both companies in Schiltach in late May 1958, and the two companies exhibited their products on the same stand for the first time at the ISH in Frankfurt in May 1960. The early and unexpected death of Hans Grohe

Junior (appointed manager in 1953) in September 1960 introduced a new layer of complexity into relations on both a family and a managerial level. Hans Grohe became a GmbH & Co KG [limited partnership with a limited liability company as general partner]. Its limited partners included Klaus Grohe, Friedrich Grohe and Heinz Mathauer, son of Helene Mathauer née Grohe on the Grohe side of the family, Anita Chini, Isa Diem, Rita Frey, Roswitha Steuerer, Johannes Grohe and Dieter Grohe on the Alpirsbach side, and the mother Liesel Hermann/Seitz, née Grohe, Elisabeth Michelotti and Gertrud Hellfritz on the Seitz side.

Friedrich Grohe was appointed sole manager of Hans Grohe, in addition to his managerial role at his own firm, Friedrich Grohe. The product ranges were differentiated on the basis of the time-honoured (and presumably unwritten) principle whereby Hans Grohe produced, so to speak, everything below the washstand as well as showers and wall rails, while Friedrich Grohe concentrated on everything above the washstand, i.e. supply fittings. Both companies shared the same distribution channels.

Klaus Grohe joined the company's administration and electronic data processing division in 1968, before being appointed sales manager and granted power of attorney in January 1969. Friedrich Grohe's sale of a 51% majority stake of his Hemer-based company to the multinational US conglomerate ITT shortly beforehand in 1968 undoubtedly marked a turning point, but has not yet been examined in any detail. According to the Hansgrohe company history published in 1994, "Outsiders were now involved in decisions relating to differentiation of the Hans Grohe and Friedrich Grohe product ranges, and this resulted in a growing gulf between the companies." The company Friedrich Grohe did indeed make a move into the shower and shower fittings sector, which was seen by those in Schiltach as a breach of their unwritten rules of market and product separation (at least retrospectively; reliable sources would need to be consulted to establish whether this was also the view taken at the time). This should however be viewed in the context of the general trend towards convergence in terms of both sanitary fittings and strategic planning which prevailed within the sector

as a whole, i.e. the move away from sanitary fittings specialists towards suppliers providing entire ranges and systems in order to gain access to new growth areas. The fact also remains that Friedrich Grohe continued to hold sole managerial responsibility at Hans Grohe for a further six years, only handing over the reins to Heinz Mathauer in January 1975. Klaus Grohe was then appointed to a second managerial role in July of that year, later gaining sole responsibility after Mathauer stepped down in 1977. The final ties with Friedrich Grohe under company law and in terms of share ownership were only cut after the heirs of Friedrich Grohe (who died in late March 1983) sold the family's remaining shares to the US-based Masco Group on 1 January 1985 (giving it an initial stake in Hansgrohe of 27%).

IV. The 1980s and 90s: from the technology of sanitary fittings to “GROHE Water Technology”

There can be little doubt that the increasingly scientific approach adopted by the sanitaryware industry led to a sharp upturn in the rate of innovation. Many products were now systematically refined (which entailed high and increasing R&D outlay in both financial and personnel terms), but genuine innovations continued to emerge in individual market and product segments. Touch-free controls for plumbing fittings based on ultrasound or radar sensors now became standard, and in the late 1980s GROHE succeeded in manufacturing the first touch-free urinal and washstand controls using a battery-operated infrared sensor. Development of the patented Carbodur technology, i.e. a ceramic cartridge with dual-disc technology and long-term smoothness of action thanks to an integrated lubricant reservoir, represented the main innovation during this period. The surface-ground and extremely hard ceramic discs formed an adhesive seal, and the approx. 0.006 mm accuracy of the surface grinding meant that neither impurities nor drops of water could penetrate between the discs. Cartridge technology attracted a particularly large number of refinements and innovations during this period, such as special mixer faucets featuring a patented safety mixer cartridge system with ceramic sealing components, a temperature limiter and volume adjuster. A patented wax component was also developed as a further control solution for the purposes of thermostat technology, as well as special thermostats for high flow rates and low

pressures. Thermostats also began to reduce in size, and the first remote-control digital shower thermostat was developed in the 1990s.

Further innovations in the shower industry included the invention of the “anti-limescale shower” (Relexa Plus) and the limescale-free shower head (“SpeedClean technology” with the Grohe “one-click” system and Twist Free to prevent twisting of the shower hose). The main problem faced in terms of shower lifespans had been the differing levels of water hardness in the various regions/German Länder, meaning that in some cases showers would become blocked up with limescale and unusable after a year or even a few months. Use of the elastic material Silimer to manufacture conical sprays and water outlets eradicated limescale almost entirely, and meant that it was quick and easy to remove any that did build up. At the same time, the shower as a sanitary fitting underwent rapid expansion in terms of functionality, being used not only for personal hygiene purposes but also for refreshment, relaxation and massage. This led to the development of special showers for fitness use (waterfall showers for saunas etc.), and overhead and side showers in addition to traditional showerheads. Intensive R&D work at GROHE resulted in the development of a variety of stable spray patterns which could be adjusted and combined to provide different functionalities and meet different requirements (six different sprays including normal full spray, normal ring spray, champagne spray, pulse spray, laminar spray and TurboJet spray)³². The development of the double-shell hand shower was a further revolution in this field.

³² Cf. Master File, Company History/Training Materials, Chapter 4.1. Technology, Showers. Legionnaire's disease, an illness caused by the inhalation of bacteria carried by water, became a global problem in the late 1970s. In cooperation with the Hygiene Institute of the University of Innsbruck, Grohe subsequently developed low-aerosol showers to prevent the inhalation of water containing bacteria.

The patent-protected “Aquadimmer”, used to simultaneously control the flow and volume of water and its take-off point, was also invented during this period. It combined shut-off, volume control and switching devices in a single component, improving reliability compared to previous products and using only one connection. Four new product lines (Europlus, Eurotrend, Eurowing and Eurodisc) were also introduced between 1987 and 1993, with a variety of colours, contemporary designs and technological enhancements such as pull-out rinsing sprays and automatic switching systems for kitchen fittings.

Ecological issues and environmentally friendly technologies which tackled the issue of saving water and energy in the sanitaryware industry (low-flush toilets etc.) also became big news during this period. The same trend was apparent in terms of manufacturing and processes (environmentally friendly lubricants and the reuse of metal chips and other material residues, for example, with the establishment of the central smeltery at the Lahr plant representing a milestone in this respect, but also energy-efficient component casting procedures). Innovations in the sanitaryware industry thus also reflected the changes in market structure and demand which had resulted from a shift in social values and the associated search for innovative technical solutions. In response to these trends, GROHE developed a new product line called “Euroeco” in 1996, featuring flush-mounted units manufactured exclusively from low-dezincifying brass which reduced corrosion in aggressive water conditions and unfavourable operating environments to a minimum.

³³ Cf. Hansgrohe (ed.), Badewonnen. Gestern-Heute-Morgen [The Joy of Bathing. Yesterday-Today-Tomorrow], Schiltach 1993, p. 162.

A further factor affecting developments within the sector was that sanitary installations, and in particular bathrooms, were now viewed in terms of their changing functionality in the user's lifecycle and designed accordingly. “The bathroom as a succession of life stages” entailed a wholly new way of thinking and working for the industry as a whole³³.

The late 1990s was also the period when GROHE fell into step with the growing technological convergence of segments within the sanitaryware market. These segments had previously been clearly delineated in many respects. Following its strategically planned take-over of a number of fittings manufacturers (Eichelberg, DAL/Rost and Herzberger Armaturen), GROHE evolved from a sanitary fittings specialist into “GROHE Water Technology”, a comprehensive supplier of sanitary technology products and complex systems for water control and treatment, delivering an ever greater number of after-sales, consultancy and other services instead of concentrating merely on manufacturing and sales. These developments resulted in the idea of an umbrella company housing four different brands (GROHEart, GROHETEC, GROHEDAL and GROHEAQUA).

FACTS ABOUT GROHE FUTURE WITH INNOVATION, TECHNOLOGY IN ACTION

GROHE has introduced many landmark products to the market. As far back as 1956 GROHE transformed the domestic bathing and showering experience by introducing thermostat technology to the private home. More recently, GROHE once again revolutionised the way we take showers with F-digital Deluxe – at the

touch of a button we can now enjoy sound, steam and music as part of the experience. But the future is even more exciting. Our award-winning in-house Design Team is already hard at work drawing up innovative new GROHE bathroom concepts.



1890
Industrial production of faucets is started by Eichelberg in Iserlohn



1914
AUTOMATIC FLUSH VALVE
Richard Rost (DAL) invents the automatic flush valve.



1948
The pioneering Atlanta two-handle faucet is launched.



1956
HOME THERMOSTATS
GROHE transforms the home bathroom with the launch of thermostats onto the domestic market.



1957
GROHE is the first sanitary company to boost its customer service by starting training programs for wholesalers and installers.



1968
GOING GLOBAL
The popular GROHE one-hand mixer is introduced to a worldwide market.



1973
GROHE launches one-hand mixers for the kitchen and adds an extractable spray.



1979
ERGONOMIC HAND SHOWERS
GROHE brings the hand shower into the modern era with the launch of the Relaxa range, the first ergonomic model on the market.



1983
PULL-OUT SPRAYS
GROHE launches the Ladylux range, the first pull-out spray kitchen faucet in the US.



1983
THE SHOWER MASSAGE
Relxor, the first shower and massage system on the market, is introduced.



1994 – PRESSURE BALANCE VALVE
1995 – FIGHTING LIMESCALE
GROHE offers the pressure balance valve in the US. GROHE SpeedClean, which helps combat the buildup of limescale on shower nozzles, is brought to the market first by GROHE, a true shower innovation.



2003
THE 360° SHOWER HEAD
The Movario hand shower, which has a unique 360° Rotahead, can be used as a head shower or body spray.



2004
The first advanced two-handle technology faucet. A two-handle mixer with the comfort of a one-hand mixer.



2008
DIGITAL REVOLUTION
GROHE Ondus® creates a new level of luxury in the bathroom. With a faucet of the finger the digital interface delivers the perfect water temperature every time.



2009
ADDING SPARKLE
The pioneering GROHE Blue® is launched. No need to carry heavy bottles; water is delivered chilled, filtered and sparkling straight from the faucet.



2010
TURNING UP THE HEAT
GROHE Red™ hits the market. And that means instant boiling water directly from the kitchen faucet.



2011
DIGITAL CONVENIENCE
GROHE Digital, which incorporates wireless technology and push-button operation, transforms the market.



2012
POWER&SOUL®
GROHE introduces the most innovative shower in the world: Power&Soul®. It has One-Click Showering and the innovative Bokoma spray.



2013
Docking station for Apple iPod touch 4G* with integrated electronics for data communication



2014
Launch of new Eurodisc Joy with filigree joystick. A reinterpretation of a well-known classic faucet.

MOMENTS OF TRUTH

The Masters of Technology at GROHE refer to the experience of innovative quality – the point at which product benefits come to life for people – as moments of truth. At that very instant when GROHE buyers first come into contact with their new purchase, the whole labour of love – from R&D through manufacturing to the finishing touches – suddenly finds expression as sheer delight in users' eyes.

GROHE moments of truth are about convenience, enjoyment, durability and, last but not least, conserving resources.

GROHE SilkMove®

Only GROHE faucets operate with an action so smooth we have dubbed it SilkMove®. Naturally, they also offer delicately precise control of water flow and temperature to match. SilkMove® cartridge discs are made from a space-proven ceramic alloy with Teflon® technology so that working a mixer lever is effortlessly easy – and remains that way for decades to come. In fact, in a comprehensive battery of mechanical wear tests conducted by the German Technical Inspection Agency, TÜV, our high-tech cartridges produced in-house at GROHE outstripped all products from big-name international manufacturers.



GROHE
SilkMove®





GROHE Zero®

The GROHE Zero® alloy represents a groundbreaking 90% reduction of the lead content in the brass used in our faucets. This means there's much less chance of it finding its way into drinking water. The lead is replaced by harmless metals such as copper. Drawing on years of experience and expertise in the production process coupled with the unique technical advantages of operating our own smelting plant, our development of the GROHE Zero® alloy is ushering in a new era in the production of faucets.



GROHE TurboStat®

Within fractions of a second, the revolutionary GROHE TurboStat® technology adjusts water temperature to the preferred level and keeps it that way throughout the shower. Thanks to their highly sophisticated, precision-engineered cartridges, our thermostats react to sudden changes in water pressure twice as fast and even more accurately than before. That makes for a temperature control system that is not only extremely reliable but also incredibly convenient.





GROHE CoolTouch®

With GROHE CoolTouch®, safety is the highest priority. This technology prevents the surface of our fittings reaching high temperatures. Which means no more danger of burns or scalding. By designing our thermostats to include an innovative cooling channel, we have created a barrier between the heated water and the outer surface – so it's never too hot to handle. GROHE CoolTouch® works for the entire faucet housing, including wall couplings.



GROHE StarLight®

GROHE faucets should look as beautiful after decades of use as they did in the showroom. This is why, at GROHE, our quality surfaces are made to last. StarLight® technology uses physical vapour deposition (PVD) to create metal coatings that are three times harder and ten times more scratch resistant as well as chemical vapour deposition (CVD) that increases those figures to five times and 100 times respectively.



DESIGN

“EVERYTHING WE DESIGN
CAREFULLY AND OBJECTIVELY
CONSIDERS THE EXPERIENCE
WE INTEND TO CREATE”

Paul Flowers,
Senior Vice President Design at GROHE

ABOUT GROHE DESIGN

At GROHE, design is about more than just aesthetic trappings. It is a hallmark of quality and stands for the perfect interplay of form and function. Three signature elements give our products a consistent look and feel. These visual cues add up to a distinctive design idiom, ensuring that GROHE fittings are instinctively recognised at first glance.

Rings signal a product's function, often providing clues as to its intended purpose and giving users a frame of reference.

Many mixer levers and spouts are set at an angle of 7 degrees, prompting users to interact with the faucet.

Lozenges symbolise the GROHE design philosophy of sensual minimalism and invite people to use the product.

As an important pillar of the GROHE strategy, design is guided by the principle of direct, open, simple interaction. The focus is very much on meeting customers' needs.

For GROHE customers, this translates into the pleasure they feel every day when using our products. It's an experience the GROHE team shares each time we receive recognition for our uncompromising passion for quality – such as our many best-of-the-best awards and the Red Dot Design Team award.

INTERVIEW WITH PAUL FLOWERS, VICE PRESIDENT OF DESIGN FOR GROHE GROUP

by Patric Zingg, design journalist



Patric Zingg: What is your design philosophy in general?

Paul Flowers: Good design goes beyond pure form and function. A product should be designed in such a way that it encourages an emotional connection with its user. Our goal is to create products which customers enjoy using, can be used intuitively and are sustainable. You never grow tired of seeing good design because it never ceases to surprise you.

Patric: And what inspires you and your team?

Paul: Personally, I draw inspiration from the widest possible range of sources from people I meet during my travels, from nature, from exhibitions, trade fairs and galleries, to name but a few. We also continue to be inspired by the evolution of society and user engagement with our products. A large majority of the products we produce each year are inspired by consumers and their preferences. Whether driven by specific consumer insights or societal trends, we follow a user-centric design process, which ensures everything we do is relevant and useful.

Patric: At GROHE, design is more than just an aesthetic element – it's one of the Strategic Pillars. Could you please tell us a little about the relevance of design within the company?

Paul: It is key to understand that design is everywhere; every single manufactured object is design. Now for me, design is not art. I love and collect art, I paint, yet that is completely subjective and a form of self-expression. Design is really about understanding people, their behaviour and their needs. I try to assess how a new design can be relevant for the company, how it ultimately increases the value of the brand, and how it can improve

people's lives. As a designer, I see myself as a storyteller. All of our products, every single detail, every form, every radius, is telling a story. And if we are really good at our job, we develop a product that tells the consumer a great and relevant story.

Patric: Every product has a design of its own. Does that mean that they all tell different stories, or are they all part of the GROHE design story?

Paul: Our role at the GROHE Design Studio is to ensure coherent and intuitive design. To facilitate such a process, my team and I have developed a range of strategic tools that help us to communicate consistently. First, there is the style segmentation with its three major styles. We have the "authentic" style, which is a combination of aesthetics from the past together with today's technology. The "contemporary" style is designed for consumers who appreciate established quality and style, with harmonious and soft flowing lines – a conventional aesthetic. And then there is the "cosmopolitan" style for consumers who are confident and positive about the future. This style has an urban, modern feel and it is often in this category that trends are born.

Another creative tool is our brand DNA. It consists of three signature elements, which resonate the design language unique to GROHE – the body language of our products. They allow our customers to intuitively identify a Grohe product at a glance. The "ring" serves to highlight the purpose of a product and in this way to intuitively guide the user. The "7 degrees" angle for the lever or spout invites interaction with our products since it makes them look like they are stretching towards the user. Finally, "the lozenge" symbolises our philosophy of sensual minimalism, which combines simplicity and emotion.



Lastly, we have three simple values that define our design, forming the nucleus of our philosophy. "Easy", which ensures everything we do from the website to the packaging is simple and intuitive. Then we have "human", a total commitment to the person, with designs that are inviting, approachable and facilitate interaction. Finally, there is "performance", the optimum balance between function, technology and efficiency – also known as beauty with reason.

Patric: The three design values, "easy", "human" and "performance", are easy to grasp. And the ring and the lozenge as signature elements are also simple and clear. But why seven degrees? Is it the result of major research initiatives?

Paul: As far as the seven degrees angle goes, people often ask me why seven? Why not eight or six? When I look to six, seven and eight, all of the angles are relevant. Yet the reason why I took seven is this: if I look at the profile of a faucet it resembles the number 7. That is actually simple to remember, very symbolic and clear.

Patric: What can you tell us about the design of the GROHE brand universe as a whole?

Paul: Each GROHE brand plays its own role in filling a gap. GROHE Professional is by definition for professionals such as installers, planners and architects. GROHE addresses contemporary and demanding consumers. Joyou is for a younger, nomadic audience while GROHE Spa offers high-end solutions serving top hotels, real estate projects and the affordable consumer luxury segment. Besides

providing the right products for market demands, we need to have different brands because it is very difficult for any single one to have that elasticity. In this way, we alleviate a certain pressure on each brand's role.

Patric: So basically, each brand is developed to occupy a unique positioning and possess a unique set of characteristics. Yet, combined, the brands cover the entire market segmentation and fulfil the overall GROHE design values.

Paul: Exactly. Each brand speaks to a different person or a different group. So, for example, GROHE Professional is designed for the professional plumber, and the range includes mostly products that are installed behind the wall. Then, for the front-end, users can select how to cover the pipes with design products from the GROHE collection. Whether cosmopolitan, contemporary or authentic products, it is up to their personal taste.

Patric: So, GROHE is a design-centred company...

Paul: Yes. But GROHE's foundation is also quality, technology and sustainability, which are strong cultural aspects of the German DNA. Our job as designers is to find out how we can blend the company's foundation into an enhanced brand experience. And what makes our products really good and relevant for the consumers. That is our goal.

ABOUT DESIGNING PROJECTS

Patric: And what makes a design a “good design”?

Paul: Good design removes the superfluous and focuses on the notion of the elements. It should heighten the experience and intuitively guide the user.

Patric: Are new technologies important in GROHE’s design?

Paul: New technologies are paramount only if they enhance the user’s experience. Ultimately, the goal is to reach a perfect balance between technology, quality, design and sustainability. We acquire new technologies with the aim of improving the user’s experience in a meaningful way, and not the other way around.

Patric: And how do you know what the right balance is, what people want?

Paul: We spend lots of time out there putting questions to users and partners. We meet with architects and try to understand their needs in terms of performance. When we go into the field, we are antennae receiving information. In addition, what I am also trying to do is to flush out as many studies and data as possible. Attempting to assess what the next big thing is, what is happening outside our industry and what this means in terms of the bathroom experience.

Patric: Assessing the trends?

Paul: Not really. We are aiming to identify what tomorrow’s behaviour will be and how we can anticipate it by providing products that can guide and facilitate the transition. It is a rather long-term quest. At GROHE, we design and develop products for more than 130 countries. We have to understand the culture of each market and assess cross-cultural opportunities. In parallel, we also have to identify the root of tomorrow’s conduct and sense if it is ephemeral or here to stay. The risk with a trend is that by the time you are on the market, it has moved on to another.

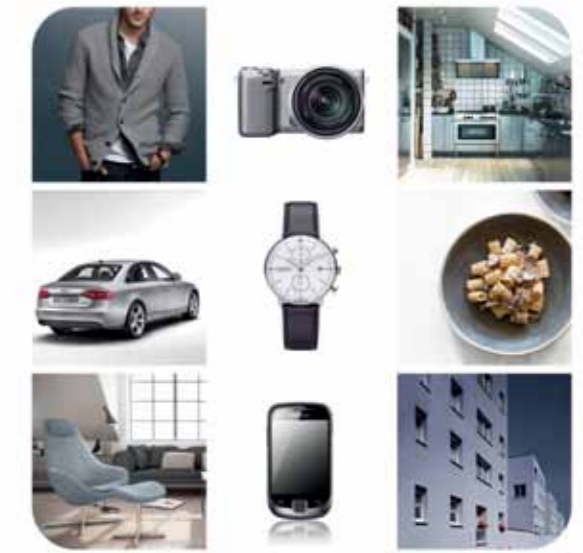
Patric: Basically, you have a scientific approach to design.

Paul: Yes. Every single piece of information absorbed has to be analysed, structured and verbalised. I remember my own mentor saying, “in addition to having emotional skills and the ability to make sense of the environment, you have to be everything else: a psychologist, a marketer, be good with numbers, understand the impacts of any decision, be able to express a message, communicate with engineers, understand the science of material, etc.” Hence, yes, design is also a science.

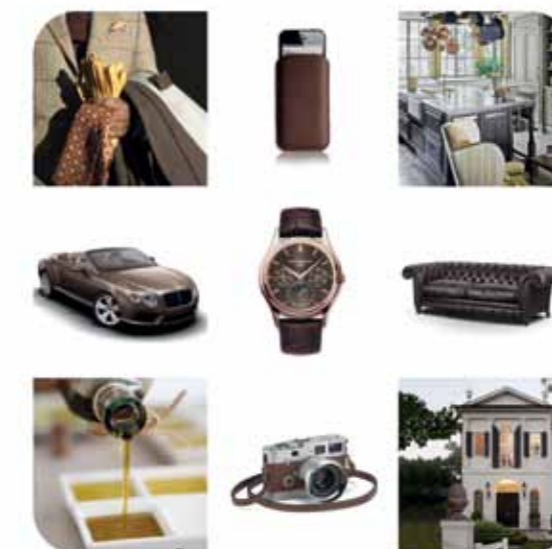
COSMOPOLITAN



CONTEMPORARY



AUTHENTIC



Patric: That sounds serious...

Paul: It does take a little of the poetry out of it, that's true. Don't get me wrong, though, the very core is still about an emotional connection through the creativity and aesthetic.

Patric: And how big is the influence from other departments?

Paul: We maintain a daily exchange of information with other company departments such as engineering and marketing. This ongoing dialogue with the development department ensures that our designs also promise a great experience in terms of the look, feel and the handling of the products. Close contact with marketing allows us to effectively communicate our designs and our intentions so that our customers can experience the optimum benefit from the products.

I think that being open to others' suggestions is a very important part of the culture of the company. It is about respect. You need to listen to everyone, the sales people, the marketing specialists, the engineers, but also read carefully into the feedback from end-users or architects. At the end of the day, we are very fortunate to be able to lean on all this information from the various departments. The key, though, is to remember that everything we do at GROHE is to strengthen the consumer's experience through strong brand values. The essence of a great designer is to understand, simplify and rationalise all this data and come up with a good and unique product.

Patric: What is the usual process for a new project?

Paul: The process is rather classic. It starts with the creation of a briefing. Based on that, we develop the project and make sure we remain consistent with the initial goal. For us designers, it is key to obtain 3D prototypes as fast as possible. It is essential because our ideas end up being in direct interaction with the end-users. Having a 3D model helps us check that the designs and product briefing are aligned – size, handling, look, touch and feel, performance, etc. All these aspects are under consideration during the design quality review.

Patric: Does this design quality review process also include people from other departments?

Paul: The design quality review is internal to the design team and is about the quality of the design

– the functions and the benefits. Does the product possess the requested functions and does it answer the needs? Is it adding to or improving the consumer's experience? These are the questions that we have to answer for ourselves.

Patric: Do you develop products for the world or for a specific country?

Paul: For the most part, we develop products with a "glocal" approach. A specificity can be locally relevant even for a global product. In whatever we do, we try to be relevant. In this context, we aim to be culturally pertinent as markets have different requirements, preferences or even dimensions.

Patric: At a time when everything is being developed keeping in view a global market, how important can local taste be?

Paul: The role of media has increased greatly and has given consumers access beyond international boundaries. This has brought the world onto a single platform. Everybody gets the same information, whether it is about technology or trends. So, globally, things are coming together. Therefore, when we design anything, we design a range that is acceptable internationally. But yes, when it comes to matching with local taste, we use small elements that differ across regions. For instance, gold – not yellow but a warmer rose gold – is quite popular in India. Similarly, Americans ask for nickel, while Europeans prefer silver and titanium-like materials. So when we develop a design, we keep these little details in mind.

ABOUT THE GROHE DESIGN TEAM

Patric: Now, tell me a little about the people behind the scenes. Those men and women surrounding you, making these good designs a reality. GROHE works with a design team of its own. What are the benefits?

Paul: As the in-house design team, we make sure that our work always accords with the GROHE brand DNA. We can draw on a substantial pool of accumulated inside knowledge, meaning that every new collection benefits from the experience gained during previous projects.

Patric: How many people are in your team?

Paul: Seventeen people. And yes, they are a great team.

Patric: Wouldn't it be easier to work alone? I assume that all the members of your team have their own opinion, which probably makes it more difficult to reach an agreement.

Paul: Working alone may have its benefits for some but I am a firm believer in the positive influence of teamwork. I call this process "creative sparring". I want my team to be as varied as the customers who we design our products for – i.e. men and women, young and experienced colleagues, people of different nationalities and with different abilities.

Patric: And how is the team organised? By brand?

Paul: I tend to select designers according to the product, their experience and the passion they have for it. Overall, though, the team is organised by project and not by brand. Yet, to keep the excitement, I also spread them around to nurture their curiosity for new projects.

Patric: And what are the criteria for working with the GROHE Design Team?

Paul: We hire skill sets, based on work and experience, and we look at the human aspect as well. We also hire young designers straight from university, knowing that they are quite possibly going to leave us after two to three years. But it is a corporate responsibility to give younger designers a first chance. And we benefit from their enthusiasm and fresh perspectives. It is about having the right team balance.

Patric: Is an "International team" a wish?

Paul: I like the concept of it. More importantly, though, I like to have a team that reflects the values of the company. Nationality, age and gender are all secondary as long as there is this vital hunger for knowledge and a real passion.



Patric: Do you also work with external designers?

Paul: When I joined the group in 2005, we took the strategic decision to create an in-house design competence. For consistency reasons, every single thing is done internally. And consistency is extremely important to further improve the brand experience. Even more importantly, we also wanted to evolve to a “creative culture” that could harvest creativity within the company, not just from our design team but throughout the organisation.

Patric: Sometimes, though, companies like using external resources to get to new ideas...

Paul: I often have these discussions and, quite candidly, I believe that the source of good ideas is irrelevant as regards the “location”. Instrumental to the development of good objects is the curiosity a designer shows. In any case, both models work – probably. I would argue, though, that having an internal team turns a designer into an expert, who will be focused on the industry’s subtleties, as well as being more efficient thanks to constant contact with all internal resources such as the engineers or R&D team.



ABOUT PAUL FLOWERS

Born in London in 1972; graduated from the university of Northumbria (Newcastle) with a first class honours degree. During his diverse international career he has worked for companies ranging from small prestigious London design studios to some of the largest organisations in the world, including FM (UK), IBM (UK), Electrolux (Italy), Philips (Netherlands). In November 2005 he was appointed Vice President of Design for GROHE (Germany).

During his productive career he has accumulated a plethora of prestigious international design awards including ID Magazine 1999 and 2000, Good Industrial Design Award 2001 followed by various red dot product awards from 2005 to 2014 including five "best of the best" in 2007, 2009, 2010, 2011 and 2014 and red dot communication awards in 2011 and 2013, numerous iF product awards from 2005 to 2014, iF China 2006, 2007 and 2010, iF communication award 2008, 2009 and 2012, iF Material award 2011, Good Design 2006, 2008 and 2010 to 2013 and Green Good Design 2010 to 2014, Perspective Award Hong Kong 2011 and 2013. He was awarded the Good Design Japan 2006 trophy and from 2010 to 2013, Prix du Design 2008, Janus Award France 2008, Manufacturer Award 2008, Grand Design award UK 2009, IDEA Bronze in 2010, D&AD 2007 and 2010, the I.D. Annual Design Award 2010, Interior Innovation award 2011, the Design plus in 2005, 2007 and 2011, Designer-Kitchen and Bathroom Magazine 2008 and 2012 Gold Award,

European Consumers Choice in 2010 and 2011, German Design Iconic Award "best of the best" 2014 and in 2011 the highest accolade of the red dot design award, the "Design Team of the Year 2011/2012".

In 2008 Paul Flowers was included on the prestigious "40 under 40" list established by the European Centre of Architecture, Art, Design and Urban Studies, which recognises the top 40 European creative talents under the age of 40.

His portfolio includes TVs for Philips, e.g. Plasma TV, Design Line TV; cooking devices for Electrolux, e.g. Concept Plan, Concept Stack; refrigerators for Electrolux: Range and Lighthouse, GROHE Ondus, digital bathroom, Rain-showers, Workflow furniture.

In his current position as Global Senior Vice President of Design, Paul Flowers provides creative strategic direction for the GROHE brand worldwide.

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