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# **LEARNING BY DOING – WINNING BY INVOLVING**

## **ORGANISATION PROFILE**

Grundfos is one of the world's leading pump manufacturers. Furthermore Grundfos manufactures electric motors for the pumps as well as developing and selling state-of-the-art electronics for control pumps and pump systems.

With approx. 4000 employees Grundfos A/S is the largest company in the Grundfos Group. In 2006 Grundfos A/S had an annual turnover of 652 million Euro.

### **Grundfos A/S' vision:**

Grundfos A/S will play a major role in achieving the Group vision by being a World Class company that delivers products and services in accordance with the customers' expectations.

### **Grundfos A/S' mission:**

Grundfos A/S' mission is efficient and profitable production and distribution – primarily of pumps and components that require extensive knowledge to produce. As the Group's leading Production Company Grundfos A/S must professionally:

- participate in integrated product and technology development in cooperation with the Business Development Centre
- introduce production of new products

- support the Group's activities concerning globalisation
- ensure continuous production and process development
- continuously develop systems for quality and environmental management
- Carry out organisational and employee development. Grundfos A/S will be a very attractive workplace to all employees and potential job applicants.

### ***MILESTONES OF THE EXCELLENCE JOURNEY***

- 1996 BE launch. All Top Managers trained and involved in self assessment.
- 1997 People satisfaction survey introduced. Annual BE cycle established. ISO 14001 and EMAS certification. First Probe assessment results.
- 1998 Group external customer satisfaction survey introduced. First objective consensus.
- 1999 Mission, vision and company value document. Strategy process and framework established. Third Grundfos Olympics. Danish Quality Award. European Environmental Award. Green Products.
- 2000 BE in production groups introduced. Customer complaint system introduced. Factory product variant introduced. OHSAS 18001 certification. Second objective consensus. Second Probe Assessment results. Winner of Danish Industries Education Award 2000.
- 2001 Future production concept defined (LEAN). Business Process Management. Strategies for 2002-2004 defined. Value measurement introduced. Branding. Process management. Finalist for EFQM Award. Classified as "First Class Working Environment". Danish Logistic Award.
- 2002 Replenishment concept introduced. Third objective consensus. First Danish company awarded S-label (social responsibility). EU finalist for sustainable development.
- 2003 EFQM prize winner
- 2004 Strategies for 2004-2007 defined. Process assessment.

Second time awarded S-label (social responsibility - role model level). Third Probe assessment results.

2005 SAP R3 project completed. Process assessment model implemented.

2006 EFQM Award Winner and Prize Winner in both CSR and People Development.

### ***BENEFITS REALISED***

Using the BE model for 10 years has proven to be the motor behind our improvement process. Now every employee is involved in assessment, target setting and improvement activities.

Quote from a previous lead assessor about Grundfos A/S:

“I think Grundfos is particularly strong on innovation, continually learning and improving. There would be few places I can think of where I visited and met Grundfos people who weren't, in some way, curious and interested in what would be done to improve things and introduce new ideas. It is part of your culture”.

### ***APPLIED MANAGEMENT TOOLS AND METHODS***

Balanced scorecard

Strategy map

Process map and process assessment

Top Management involved in yearly self assessment

Probe - benchmarking

BE model for production teams

Strategic competence development

### ***REASONS FOR SUCCESS***

- Involving Top Management in the self assessment process
- Making a BE model for production teams
- Full deployment of balanced scorecard and strategy map at all levels of the organisation
- Every employee is trained in the philosophy of the BE model and use the model