Dedication and team spirit, a great deal of muscular strength and great talent on the lake made all the difference when the Grundfos Group Managers engaged in a friendly, but ruthless competition on the Silkeborg Lakes in the heart of Denmark.

The dragon boat race took place against the backdrop of one of the highest points in Denmark, Himmelbjerget (“Sky Mountain”). The "mountain" rises a staggering 147 metres towards the sky, yet it is not the highest point in Denmark. Møllehøj, which stands 170.86 metres above sea level holds this record.

Eight teams put their oars in the water and made the 20-man dragon boats speed though the water.

The sweet victory went to the team from the NAMREG region (North America), while Team Danish Dynamite fought hard and came in second.

Strong upper arms, steady oar stokes and great teams

By Dan Prangsgaard
dprangsgaard@grundfos.com
Dear colleague

We have made it through the first six months after the global financial cri-
sis. We have done well and are back on track. As we said after 2009, it was
important for us to adapt our organisation to the new times and guard
ourselves against sudden declines in the global economy. We succeeded
by working hard and by making clear priorities. Now, we can see that
what we did and what we will do is really important. The first six months
of 2020 show that we have our business and the financial situation under
control. Turnover is once again reasonable and earnings are satisfactory.
The wheels are once again rolling all over the world, and our customers
are once again experiencing greater activity and want to buy our products.
However, the crisis is not over yet, and we have to prepare ourselves for
a situation where this modest growth can once again come to an abrupt
halt. I am not saying that it will happen, but we must be strong in order to
be able to tackle such a situation, should it occur again. But we will stand
firm and strong – and we have great ambitions for the future.

At the most recent GMM, I presented a revised strategy covering five
areas that will be in focus over the next few years: structural fit means
that our organisation must be trimmed and ready to react to sudden
changes. Business Differentiation is about servicing our many different
customers and being acutely aware of the conditions and needs they are
subject to in the individual markets. Innovation intent is our
vision towards 2025 about creating sustainable innovation
for a growing world. Truly Global is, of course, our vision
about being close to our customers and markets, and
finally, we want to have the best talents and employ-
ees in the world. We call it Great People. You will hear
much more about this in your company, and you can
get more information about our strategy on insite, on
my blog, for example.

Through history, we have shown that Grund-
fos is capable of adapting to new times and
new needs. This ability has been clearly
proven by a company and a person who
have both served Grundfos for 50 years.
Our German company has been a
strong and hard-working driving force
for our growth in sales and market
share in Europe. Naturally, this is the
theme in this issue of Gmagazine. And
finally, our Group Chairman Niels Due
Jensen has always been able to see the
opportunities in the challenges that
have presented themselves throughout
the years. Read more about both inside
the magazine.

Enjoy reading!

Yours sincerely,

Carsten Bjerg
CEO and Group President

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Grundfos employees make the water flow!

The first Water2life project is now giving people access to clean water in Kenya,
and two more water projects are in the pipeline.

By Jeppe Plauborg Larsen
jlarsen@grundfos.com

Water2Life has gotten off to a great
start. So far, employees from more
than 30 different countries have
donated more than 28,000 euro. This is suf-
ficient to start up two water projects, and
a third one is being planned. The first water
project is now in place in the village of Kambi
Juu in the Isiolo district north of Nairobi,
where the villagers will benefit from having
access to clean water in the future.

There is no doubt that the key to the great
success of the project is the strong commit-
ment shown by the employees since the
project was launched.

“I really like the idea that we can help
some of the people who are less fortunate
than us. This is something you do together
with your colleagues, and that probably
makes it easier. The project makes things
tangible and brings them closer to you”,
Henriette Nygaard says. She is one of the
numerous Grundfos employees who have
purchased a Water2life share. She continues:

“It is also nice that we are able to follow
the developments and see for ourselves that
the projects are realised and that the money
is spent as intended.”

And Henriette Nygaard will get a great op-
portunity to see for herself. In June, she won
a trip to Kenya, and at the end of October,
she will inaugurate the first water project on
behalf of the Grundfos employees.

The taps are now open in the first water
project. Danish Red Cross and Grundfos LIFELINK began
implementing the first Water2Life project at
the end of August in the village of Kambi Juu
in the Isiolo district where more than 1500
people now have access to clean water.

The Red Cross has been responsible for
maintaining contact with the village and
made sure that there is a basis for estab-
lishing a sustainable water project, while
Grundfos LIFELINK has been in charge of the
technical examinations of wells and water
quality as well as the final installation. Lars
Laursen, Manager of Grundfos LIFELINK in
Kenya, says that once the social and tech-
ical conditions are in place, the installation
process can begin. And then, it will take ap-
prox. one month to install the water project.

For more information about and pictures of
the first water project in Kambi Juu, please
go to insite www.water2life.net.
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68 Strong upper arms, steady oar stokes and great teams
The theme pages in this issue of Gmagazine are about Grundfos Germany. The occasion is the company’s 50th anniversary which takes its natural starting point in Wahlstedt in north Germany.

Here, in 1960, Poul Due Jensen laid the foundation stone for the Group’s future global growth, which has since spread to all parts of the world with a widely anchored network of sales and manufacturing companies.

Yet Grundfos and Germany represent a special chapter of the Group’s history. A recent visit to Wahlstedt leaves the impression of well-cared for buildings and plants and efficient work processes, and seen from a historic and human perspective, it seems logical that the towns of Wahlstedt and Bjerringbro have been twinned for decades.

The story about Grundfos Germany tells about great market shares as regards e.g. heating circulator pumps and about new areas that are open for cultivation.

Grundfos Germany is also the story about the strategic purchase of Hilge and Alldos, for example.

The theme pages can in no way cover all aspects of the Grundfos activities in this large Central European country – there are far too many stories to tell. The Gmagazine editors have met a number of employees, and based on their personal accounts, we have been able to tell a small part of the story.

Enjoy reading the theme pages – and congratulations on your 50th anniversary, Grundfos Germany!
THE DIFFICULT CHOICES

You have three weeks to write a book about the first 50 years of Grundfos Germany. Can you do that?

By Dan Prangsgaard
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This is the question that PR and Communication Manager Dirk Schmitz from Grundfos Germany was asked by his superior, Managing Director Ralf Brechmann. He added: We need to document our story before it is forgotten.

Dirk Schmitz thought about it and returned with an answer – and the deadline was fixed at two months. This set the ball rolling on a process where Dirk Schmitz was to fill almost all positions as the author, researcher, historical detective and not least the person who selected the material for the book.

“I soon realised that the most difficult thing would be to leave out the stories that the book would not have room for. In my opinion, we needed a book which would sum up our story over the past 50 years and show the ‘Grundfos spirit’”, says Dirk Schmitz.

Many conversations
A large part of the work that involved collecting stories was performed by talking to senior Grundfos employees and employees who had retired from the company. Having worked in the company for 25 years, Dirk Schmitz found his own experience useful.

“The people I contacted all remembered me, and I remembered them. This made the conversations much easier as we had a common understanding, and we all remembered some of the events that had taken place over the years”, says Dirk Schmitz.

A thriving business
It was important to create a historical framework, but the intention was also to document Grundfos’ journey within the German market during the past 50 years.

“In 1960, when Grundfos arrived in Germany and Wahlstedt, more than 50 pump suppliers were operating in the market, and competition was fierce. But with the circulator pump (UP) as our trump card everybody soon realised that we were here to stay”, says Dirk Schmitz. He continues:

“The early days were characterised by entrepreneurship and an unusual drive. For example, a truck full of pumps would arrive from Bjerringbro at regular intervals. The sales people filled up their car boots and were told to return for more pumps once they had been sold.”

The book about the 50th anniversary has been distributed to all employees of Grundfos Germany. They received the book along with an invitation for the grand anniversary party which was held in Wahlstedt on 10 September 2010.

Dirk Schmitz is the author of the book about Grundfos Germany which was published in connection with the company’s 50th anniversary.
Grundfos Germany for 50 years

By Bodil Vendeløv
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The 1960s are characterised by great technological advances and cultural change. While the Beatles mark the beginning of a new era in pop music, Germany gets its second TV channel, and the Americans land on the Moon. Grundfos contribute to the German “Wirtschaftswunder” (economic miracle) by laying the foundation stone in Wahlstedt. Thanks to great personal efforts made by the employees, the sales success for the rather limited product portfolio grows quickly. New sales offices continue to open in the regional markets of the federal republic.

1960 The first company address
In the founding year, sales activities are initiated while the construction work is still in progress. Three rented buildings in Ostlandstrasse, Wahlstedt, is where the company resides until the Grundfos building has been completed. One building is used as the office, one as the warehouse and one is the General Manager’s residence. When a delivery is made, all six employees need to help unpack and carry the pumps from the car park in front of the house into the warehouse.

1962 The first production hall
Three productions halls are constructed next to the first building, which comprises a sales room and offices. Grundfos employees perform the welding on the steel construction that they have built themselves. The first production plant for circulator pumps is built in addition to a well-equipped service workshop.

1963 The new General Manager
Ib Ole Hansson is Grundfos Pumpenfabrik GmbH’s third General Manager. He is the first person who will considerably influence the very young company. He heads the German company for 26 years, and the company’s rapid development carries his imprint to a great extent.

1964 The client file
The office is initially organised according to the Danish model. One peculiar thing, which is unknown in Germany at the time, is the “client file”. All documents and information regarding a customer is collected in a file made from thick paper. It is strictly forbidden to move the file too quickly or drop it, as all the documents will then be mixed up. When, later on, Hans-Peter Hesse introduces a better archiving structure, it becomes easier to handle the client files.
1966 Taking customers to Denmark
During the first years, customers are taken on visits to the Danish factory in private cars. There is no motorway, and the trip takes almost eight hours. To make sure that the visitors have a pleasant trip, a trailer is hooked on to the car, holding a table and bench and a large selection of ham, cheese, bread and beer.

1967 First OEM
If it had not been for his contacts at his previous employer, Herbert Gröver would probably not have succeeded in getting Vaillant interested in Grundfos. However, he manages to first convince the construction technician, then the Purchase Department and finally the company management, and he gets a foothold in the company. With the UPS 25-60, Grundfos is able to offer Vaillant a pump that matches their requirements completely. Having installed a couple of test pumps, questions arise regarding modifications. Kurt Frank Nielsen, Chief Constructor in Bjerringbro, is flown in, and soon the requested modifications are made. After another seven or eight adjustments, the first OEM pump is a reality, and a very fruitful collaboration has been established.

1970 Praise to Poul Due Jensen
In the following years, Poul Due Jensen moves to Wahlstedt to follow the production of machinery at close range. In addition to pump assembly, the factory builds machine tools, including rotary transfer machines with up to 15 finishing stations. Before returning to Bjerringbro, the town of Wahlstedt awards Poul Due Jensen its Certificate of Honour.

1972 First major customer event
As part of the Olympic Games in Germany, Grundfos rents an escort vessel at a yachting regatta in Kiel. Accompanied by Poul Due Jensen and colleagues from Denmark, 300 visitors are welcomed on board. Considering Grundfos’ level of sales at that time and the costs involved, a customer event like this is very impressive. Many participants were still talking about the event several years later.

1973 An impressive reference
During the construction of the main building and terminal at Düsseldorf airport, Grundfos manages to land the order for all the circulator pumps that match the sizes Grundfos offers. This is Grundfos’ biggest order to date. With this reference, other major projects can be approached with a greater level of confidence.

1980 Establishment of the Quality Department
A new approach to quality is planned. Instead of relying on periodical samples, every employee is given greater responsibility for his or her own work. Thus, the basic idea of “quality is achieved through quality control” is replaced by “we produce quality”. Such a change cannot be completed overnight, and intensive training is required. The Quality Department is put in charge of quality management.

1988 Grundfos acquires Loewe
In April 1988, the Grundfos Group acquires Loewe Pumpenfabrik from the IIT Group. Over the next years, production is gradually transferred from Lüneburg to Wahlstedt, requiring many employees to commute between the two towns.
1989 A Grundfos legend
Klaus-Dieter Hannemann, Production Manager in Grundfos Wahlstedt, is appointed Factory Manager in Grundfos Bjerringbro. Ten years later, he returns to Wahlstedt to take over the post of General Manager of Grundfos Pumpenfabrik GmbH. At the end of 2003, he retires after having worked for Grundfos for 43 years.

1990 The first steps after the fall of the Wall
On 1 May 1990, the first Grundfos Area Manager starts working in the new German regions (Länder). He sells everything, excluding UPS pumps. These pumps are only available in Intershops due to an exclusive agreement dating back to the DDR days. As from 3 October 1990, the exclusive agreement is no longer in force. As early as August 1990, the first Grundfos sales office opens in Leipzig in the new regions. Shortly after that, offices are opened in Weimar, Rostock, Magdeburg and Dresden. Every office has one or more Area Managers, an office worker and a service technician. This structure was also used when Grundfos’ story in Germany began 30 years earlier.

1993 Large-scale production
In the brown coal fields in the DDR, groundwater lowering is vital in order to avoid any flooding of the mines. The pumps have become unreliable, and most of them are ancient. Two large mining companies contact Grundfos at the same time ordering SP pumps. These orders are not for 10 or 100 pumps. They are for a massive 4,500 pumps! Which need to be delivered within six months. To be able to manage all these pumps centrally, Grundfos introduces the remote control technique using CU300, which has been specifically developed for that purpose in Wahlstedt.

1995 Division
The organisational division of sales and production takes legal effect on 1 May 1995. At the same time, the two manufacturing companies in Wahlstedt and Lüneburg are merged, resulting in Grundfos Pumpenfabrik GmbH (GWP) and Grundfos GmbH (GWS).

1997 Business in Eastern Europe
After the fall of the Berlin Wall, new interesting markets emerge for Grundfos in Eastern Europe. At the beginning of the 1990s, Werner Pillukeit had opened up for trade in Russia, Poland and the northern part of Eastern Europe. In 1997, Hans-Werner Sittig becomes the head of the Export Department with its eight employees. In time, independent Grundfos companies are opened in these countries, and the Department is closed down in 2003.

2001 ISO 9001:2000 and new Sales Centre
In March 2001, the pump factory is certified according to the new international quality standard, DIN EN ISO 9001:2000. The Wahlstedt factory is the first Group company to receive certification according to this standard. On 21 September of the same year, Grundfos inaugurates a new Sales Centre in Delta Haus in Erkrath.
2004 Poul Due Jensen school in Wahlstedt
Poul Due Jensen is honoured when the main school in Wahlstedt is named after him. His son, Niels Due Jensen, reveals the plaque and presents the school with a cheque for 25,000 euro. As Niels Due Jensen approaches the microphone, he is greeted by cheers, not least from the pupils, as if he is a superstar.

2006 Ludwig Erhard award
In November, the pump factory in Wahlstedt receives the Ludwig Erhard award from the federal finance ministry, one of the highest levels of recognition within Business Excellence.

2008 Electronics factory in Wahlstedt
Grundfos Germany invests some 5 million euro in a production plant for electronic components. This is the first time that electronic controls are manufactured outside the Grundfos headquarters in Bjerringbro. The access to highly qualified employees and proximity to the pump production in Wahlstedt determines the selection of the production site.

2010 The Niels Due Jensen Foundation
As part of the 50th anniversary, the Niels Due Jensen Foundation is established. The objective of the foundation is to support projects that enable people to provide for themselves through schooling and supplementary training. The first project to receive support is the Don Bosco Mission. The mission has worked in Haiti for several years in schools and educational establishments to help poor people achieve independence. With the earthquake, the project was severely affected as all buildings collapsed and more than 500 children, young people and employees lost their lives.
Meet the brewer...

By Dan Prangsgaard
dprangsgaard@grundfos.com

Meet René Kopp, who is a trained master brewer and today works at Hilge, and read about Katrin Dejako, who has been the voice of Germany for 28 years.

Meet René Kopp, who is a trained master brewer and today works at Hilge, and read about Katrin Dejako, who has been the voice of Germany for 28 years.

Tim Bachhausen, Internal Sales, Erkrath
Joined Grundfos in 2006:

Tim Bachhausen began learning about technical matters at an early age, but the young salesman sometimes feels that he does not have sufficient practical understanding of pumps.

"My knowledge about pumps is mainly theoretical, and I would like to get more practical experience with pumps. Grundfos offers great opportunities for supplementary training, however, and I would like to pursue those possibilities", he says.

Tim Bachhausen offers support to customers in the local Erkrath area. He is part of a 4-person team who support each other professionally and who sit together as a team.

Nicole Noffke, works in Erkrath
Employed with Grundfos since 2009:

Nicole was originally a trained bookkeeper but wanted to make a dramatic career change. She happily accepted a job offer from Grundfos, although it meant entering a completely new world.

"I talk to customers about pump technology and retrieve data such as pump curves and efficiency information. It is a completely different world to figures and accounts. But I love my job. Not least because I have great colleagues, and they have made the change much easier than I was expecting", she says.

As part of her job change, Nicole Noffke moved from the eastern part of Germany to Düsseldorf where she lives today, approx. 10 kilometres from the Grundfos office in Erkrath.
Boris Kneip, employed with Hilge in Bodenheim
Has worked for Hilge for three years:

Boris Kneip works to develop tomorrow’s technologies, and although Hilge is the Grundfos Group competence centre within sanitary pumps, Boris Kneip and his colleagues in Bodenheim engage closely with the R&D Department in Bjerringbro, for example. “This market is relatively conservative. Many of the technologies we use are fairly old, and our end users do not necessarily demand the latest technological breakthroughs. So it is important for us to develop and take time to inform them about the advantages of our research activities. There is also growing interest in eco-friendly products. As regards motors, for example, it is a great plus for us that we are at the forefront of the new regulations regarding energy-saving electric motors, which will soon become the standard in the European area”, says Boris Kneip.

Stefan Plewa, works in Hilge Bodenheim
Employed for four months:

Although Stefan Plewa has only been with Hilge for four months, he has already assembled pumps for many different parts of the world. “My mind goes travelling with the pumps I am assembling. It is inspiring to think that the pumps I help manufacture will make a difference in such diverse places as South Africa, the US and Japan”, he says. Hilge and Stefan Plewa have another thing in common, as Hilge’s history is closely linked with the manufacture of pumps for wine production. “My family grows wine and owns a vineyard, and it is interesting to be part of a company that has a great tradition within wine production”, he says.

Matthias Sprang, employed with Hilge in Bodenheim
25 years at Hilge:

Matthias Sprang has experienced quite a few things at Hilge. At present, he is performing the final assembly of some of the biggest Hilge pumps before they are distributed to all parts of the world to pump different kinds of liquid. In his opinion, many things have changed during the past years, especially after Hilge became part of the Grundfos Group. “It was a positive experience when Grundfos acquired the company. Personally, I have experienced many improvements, not least regarding the physical working conditions”, says Matthias Sprang.

Britta Wyborny, works in Grundfos Erkrath
Employed with Grundfos since 2009:

She radiates calm and control, and – as the receptionist at Grundfos in Erkrath – many different types of assignments will land on Britta’s desk which require precisely those characteristics. “I used to work in a hotel in Düsseldorf before I began working for Grundfos, and my working days were hectic in a different way compared to now. I enjoy having more time to do my work satisfactorily. But things can be hectic here too, and unforeseen events will sometimes spice up the day-to-day activities in a positive way”, says Britta Wyborny.
Christian Hansen, works in Erkrath
25 years at Grundfos:

Christian was born in 1960, the same year that Grundfos set up in Wahlstedt in north Germany, not far from Kiel, which is Christian’s home city. In addition to sharing his year of birth with Grundfos, Christian will also celebrate his own 25th anniversary with the company. “When I joined the company, the product catalogue covered 280 pages with our product specifications. Today, the specifications would require a shelf that was more than 50 cm long if we put them together”, says Christian. Christian worked for Grundfos in Wahlstedt until 2001, before moving to Erkrath.

Markus Lipp, Departmental Manager, Product Development, Wahlstedt:

“I have always been crazy about pumps!”
I joined Grundfos in 1994 as part of my professional training. I wrote an exam paper about pump hydraulics in Bjerringbro and ended up working in Denmark as a mechanical engineer for four and a half years. Today, I am fluent in Danish and speak Danish as part of my job. I have always been very interested in pumps and pump technology, and it felt natural to apply for a job at Grundfos. Here, you can take your career in many directions. People often ask me whether working for the same company for 15 years ever gets boring. No, I say, as working at Grundfos opens up for many different job opportunities and I can work on a wide range of projects.

Christian Blumethal, works in Erkrath
Employed with Grundfos since 2007:

The much talked about financial crisis also left its mark on the German economy, however, Martin Blumethal, who is in contact with wholesalers all over Germany, is happy that the Grundfos products have defied the gloomy outlook. “Over recent years, there has been a great demand for our environmentally friendly ALPHA2 pumps. They have sold really well, and sales have been supported by a public subsidy scheme for the replacement of old circulator pumps”, Martin Blumethal says.

René Kopp, employed with Hilge in Bodenheim
Joined Hilge in 2006:

Germany has a highly developed and refined beer culture, and the country boasts some 1,300 breweries. The numerous breweries play an important role as communicators of traditions and local characteristics in the various German regions, and the brewing process puts great emphasis on workmanship and equipment. Since its establishment in 1862, Hilge has been a major supplier of equipment to breweries. René Kopp, who has been working with Hilge since 2006, is well qualified to support Hilge’s many customers in the brewery industry as he is a qualified master brewer from Munich. In addition to his theoretical knowledge, he has gained experience from his work as a master brewer from 1999 to 2004. “It makes a great difference to talk to the customers when you have been faced with exactly the same challenges yourself. Before I joined Hilge, I did not know much about pumps, and I could not help ask myself why it was that I chose to work with pumps instead of beer. But our products make a difference, and good brewing does not depend on quality raw materials alone, but also on having the right pumps”, he says.

But René Kopp has not turned his back on his old profession completely. He is still brewing beer, although mostly for private consumption. At home, he has the equipment to brew the traditional German national drink.
Germany in brief
- Capital: Berlin, approx. 3.4 million inhabitants.
- Area: 357,104 square kilometres. For comparison, Denmark covers 43,000 square kilometres.
- No. of inhabitants: approx. 82 million.
- Federal Chancellor Angela Merkel.
- Germany is a representative democracy with a federal structure that includes 16 Länder (regions).
- Germany is the world’s second-biggest goods exporter, only surpassed by China. Car makes, including BMW, Audi and Mercedes, are well-known German export goods.
- Germany is Denmark’s most important trading partner. In 2009, Danish exports to Germany had a value of 10.2 billion euro.
- As the birth place of Johann Sebastian Bach, Ludwig van Beethoven and Johannes Brahms, to mention a few, Germany has made vast contributions to classical music. The country’s rich cultural heritage also boasts writers like Luther, Goethe, Bertolt Brecht and Thomas Mann.
- The country is renowned for its quality beer and is home to 1,300 breweries.

Bodenheim in brief
- Bodenheim is situated in the German region called Rheinland-Pfalz, which Europe’s third-longest river, the Rhine, runs through.
- Geographically, it is not far to Frankfurt am Main to the west.
- The region is known for its wine production.
- Bodenheim dates back to the year 754. Today, the town has approx. 7,000 inhabitants.

Erkrath in brief
- The town is situated on the edge of the Ruhr district, which was the centre of Germany’s heavy industries for many years. Today, the Ruhr district is characterised by service companies.
- From Grundfos’ German head office in Erkrath, it is approx. 10 kilometres to the centre of Düsseldorf.
- The history of the town dates back to 1148.
- The town lies in the region of Nordrhein-Westfalen and has approx. 46,000 inhabitants.
Grundfos celebrates its 10th anniversary with Digital Dosing

Grundfos introduced its first digital dosing pump to the market 10 years ago at the Aquatech exhibition in Amsterdam.

By Dan Prangsgaard
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In 2005, Alldos became part of the Grundfos Group, and at that time, the company already had 36 years of experience within the dosing area, a relatively large development department and well-established collaboration with the Karlsruhe Institute of Technology with regard to research and development work.

Based on this, the Grundfos Group decided to gather its main dosing pump activities within the newly acquired company.

Then, as now, Alldos was a well-operated company with a strong brand position in the market.

Both Grundfos and Alldos benefited from the acquisition. Alldos was a company with a long history within the areas of dosing, disinfection and water treatment, which offered Grundfos new customers, additional technology and products, as well as new competences. Many Grundfos products could be used by Alldos, and the company benefited from gaining access to the global Grundfos organisation.

Today, dosing installations that are becoming ever more complex require intelligent pumps with new drives or new controls and adjustment mechanisms in order to simplify use and the operator’s job.

Poul Madsen, General Manager, Grundfos Alldos, about the business area:
The acquisition or merger turned out to be the perfect match. The need for clean drinking water and water recycling is constantly growing all over the world. Populations, industrialisation, urbanisation and wealth – everything is growing, and there is only a limited amount of natural freshwater available. Therefore, recycling, purification of surface water, disinfection and conversion of...
sea water to drinking water etc. make for a rapidly growing market.

The Grundfos pumps and the acquired disinfection technology, which has been further developed since the merger, puts us in a completely new position and we can look forward to achieving further growth.

The majority of pumps that Grundfos sells are used with water, and water often requires dosing and disinfection.

Every year, approx. two million people die all over the world. They do have access to water; however not clean water, so bacteria, viruses, etc. thrive in the water and cause sickness and death.

We are very privileged that our pumps and equipment can help these people.

Jes Munk Hansen, Regional Managing Director NAMREG, about Dosing:

The Dosing business area is of great importance to the entire Grundfos Group. It branches out to many areas that reach further than the millions of USD generated via sales. This is the first time that Grundfos is really working with systems, and it has been a learning process for everybody involved, from within production, sales, service, finance, etc. – as well as HR, management and competences. These activities are important in Grundfos’ efforts to become “more than a pump business”.

Interesting things happen when you are developing a completely new platform like Digital Dosing. New products and technologies are developed, for example NoNOx and Daisy. Dosing paved the way for a number of new products and applications – and we will see more of this happening in the coming years.

Also, Söllingen (where Alldos is based) is the first competence centre that was set up outside Bjerringbro. This was the first time that we moved an entire business area with global responsibility outside of head office.

Facts:
It all began with the development of the DME type pump (up to 48 l/h). Later, in 2004, the DME pump with a capacity of up to 150 l/h was introduced, and finally in 2007 the DME pump offering up to 940 l/h was launched.

The future: SMART Digital
Grundfos continues its innovation within digital dosing – a new digital dosing pump, the “SMART Digital” was launched on 14 September 2010 at the IFAT exhibition in Munich. The SMART Digital generation has a strong variable-speed stepper motor and makes state-of-the-art technology function perfectly. The unique FlowControl function builds on an intelligent and maintenance-free sensor that is integrated in the pump head. During the dosing process, the sensor measures the current pressure and sends the measured value to the pump’s microprocessor. An internal indicator diagram is created, which combines the current pressure value with the membrane position (stroke length). This way, the dosing process is monitored, and malfunctions can be immediately detected, as any malfunction is shown as a deviation in the curve. The sensitivity and delay of the FlowControl can be individually adjusted. The development of this innovative pump has resulted in eight new patents.

Every year, approx. two million people die all over the world. They do have access to water; however not clean water, so bacteria, viruses, etc. thrive in the water and cause sickness and death.

We are very privileged that our pumps and equipment can help these people.

Jes Munk Hansen, Regional Managing Director NAMREG, about Dosing:

The Dosing business area is of great importance to the entire Grundfos Group. It branches out to many areas that reach further than the millions of USD generated via sales. This is the first time that Grundfos is really working with systems, and it has been a learning process for everybody involved, from within production, sales, service, finance, etc. – as well as HR, management and competences. These activities are important in Grundfos’ efforts to become “more than a pump business”.

Interesting things happen when you are developing a completely new platform like Digital Dosing. New products and technologies are developed, for example NoNOx and Daisy. Dosing paved the way for a number of new products and applications – and we will see more of this happening in the coming years.

Also, Söllingen (where Alldos is based) is the first competence centre that was set up outside Bjerringbro. This was the first time that we moved an entire business area with global responsibility outside of head office.
Grundfos’ biggest market has many strong points

Group Executive Vice President and Chairman of the Board of Directors for Grundfos Germany, Søren Ø. Sørensen, pinpoints a number of factors that explain why, when celebrating its 50th anniversary, the company is stronger than ever.

Fifty years ago, Grundfos established its first company outside Denmark in the town of Wahlstedt in North Germany. Since then, the company has spread throughout the country, and today, Wahlstedt and Erkrath near Düsseldorf form the centre of a market where, for example, the energy-saving ALPHA2 pump is paving the way for growth.

“A significant presence through all the years. This is how I would characterise Grundfos’ story in Germany so far. The fact that we have beaten the local company WILO in the market for circulator pumps goes to show what Grundfos stands for in Germany”, says Søren Ø. Sørensen. He continues: “The lines that draw the picture of
Grundfos in Germany are made from a combination of sales, production and development. However, E pumps, a tripartite market strategy, dedicated employees and strong management are all important details in the picture. Together, they make up a clear picture that reflects 50 years of hard work and a flair for high quality”, Søren Ø. Sørensen explains.

**German focus on energy**

The tripartite value chain, which consists of Grundfos, wholesaler and installer, is to some extent unique to Germany and has formed the basis for a clear presence within pump sales and pump solutions for the building services business area. “Our collaboration with wholesalers and installers creates a special sense of loyalty towards Grundfos and our products. Also, the energy-saving circulator pumps have raised the standards in the industry. In addition, Germany as a nation has put energy-savings and environmental considerations high on the agenda”, Søren Ø. Sørensen says.

According to Søren Ø. Sørensen, however, the 2010 anniversary story would be far from the success that it is had it not been for the effort made by the skilled and committed employees.

**Strong management**

“Much knowledge has been accumulated among the German employees. Over the years, we have had dedicated employees, and that is why Grundfos Germany boasts competences within sales, production and development. Together with strong local management, this has always been the foundation of the company. We also have a strong geographical position in the country, and the strategic management from Erkrath means that we are able to reach our key customers easily and effortlessly. This also means that recognised brands like Bosch and Vaillant are among our customers”, says Søren Ø. Sørensen.

Søren Ø. Sørensen about the future prospects for Grundfos Germany: “Good opportunities exist for cultivating new market areas in Germany. We offer strong services and products for the building services market, and our access to industrial customers, for example, has been strengthened via the products and competences offered by Hilge and Alldos. Also, Germany has a strong focus on energy-savings. We will pursue these options in future”, Søren Ø. Sørensen says.

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**Ralf Brechmann, General Manager, Grundfos GmbH**

Nineteen years ago, when I joined the company, my colleagues told me that Grundfos was a very special company characterised by a special “Grundfos spirit”. They were absolutely right. There was and still is a great sense of motivation and team spirit and a host of innovative ideas to ensure the development of the business. There is ample proof of this with every decade that has passed.

We at Grundfos Germany started from nothing and, by means of our virtue, we have managed to become the market leader in Germany! This is an amazing achievement that we can all be proud of.

**Hermann W. Brennecke, Chairman of the Board of Directors, Grundfos GmbH**

When I joined Grundfos in 2001, I had great expectations of the company which I had read and heard so much about. What was so different about Grundfos? What was the reason for the company’s success? I thought a lot about these key questions.

Today, having spent almost 10 years at Grundfos, I now know the answers to these questions! It is you – the staff at Grundfos, whether you are in Germany, Denmark or one of the other countries. The openness, kindness and cooperation you display, as well as your great sense of commitment, are quite unique within this industry and they guarantee our continued success. All employees in Germany are to thank for this, as they are very much responsible for the success of the Grundfos Group.

This development has been supported by high quality in the manufacturing process and innovation. You are always open to change, even during difficult times, and when it is necessary to make tough decisions, you make it possible to handle them. This ability, along with the ability to enter new business areas will lead our company along new roads to success.

**Stephan Göttzsche, General Manager, Grundfos Pumpenfabrik GmbH**

We look back on Grundfos Germany’s 50 years of success with pride. It all began with small-scale production of circulator pumps for the German market, and during the following decades we managed to greatly expand our competences and meet the growing needs of our customers while at the same time showing the required flexibility and reliability.

Based on our extensive product portfolio we have succeeded in building and developing a future-oriented competence centre near the manufacturing plant in Wahlstedt – the place where Grundfos Germany’s history began in 1960.

It goes without saying that you, the employees, have played an important role in this development. Without your pioneering efforts and loyalty this success story would never have come true. Over the years, you have been part of creating and developing our special company culture and our great working environment, which – in my opinion – is unparalleled in the pump industry.”
... and the voice of Germany

Matthias Wiese, Departmental Manager, Maintenance and Service, Wahlstedt:

"The first time I came across Grundfos was when I was building my own house." Now, I have been working here for almost five years. Before I started working at Grundfos, I was employed with Panasonic for 14 years, so you could say that this was a major career change, both as regards products and work methods. I quickly noticed the major cultural differences that exist between a Japanese and a Danish company. Grundfos has a flat organisational structure, and all the employees are very friendly and helpful. This makes for a unique team spirit.

My day-to-day activities involve great responsibility, and this helps me develop both professionally and personally. For example, I was put in charge of the CS Transfer from Denmark to Germany.

Katrin Dejako, Receptionist, Wahlstedt:

If you have ever had anything to do with Grundfos in Wahlstedt, you have probably either met or spoken to Katrin Dejako at some point. The receptionist, who joined Grundfos 28 years ago, is behind the friendly voice on the telephone and the smiling face that welcomes visitors and colleagues in Wahlstedt and helps them to get to the right destination.

"I have worked for Grundfos for so long that I can hardly remember how I made the initial contact. No, I had a good friend who worked here, and she had spoken warmly about the company. Also, Grundfos was, and still is, a major employer in the community, and it felt natural for me to apply for a job here. I have been working for Grundfos since I was 18, and I really like the way we work. The company culture is lovely. I like the way we communicate, and there is a great sense of solidarity among the colleagues", Katrin Dejako says.

Voxpop

Thorben Looft, Production Technician, Wahlstedt:

In 2007, as part of my engineering training, I got the chance to work as a trainee at Grundfos. Even then it was obvious to me that Grundfos offered interesting opportunities with many different challenges and assignments. Today, I am a Production Technician at the LAUP factory (large UP).

I am happy with the interesting and challenging tasks that my job offers, and I am particularly happy with the numerous development opportunities that Grundfos gives its employees. I am part of "Green Tent" which is a local version of Talent Management. Here, I get to work on large-scale, long-term projects based in Wahlstedt.
Knud Andersen, Electrical Engineer, Wahlstedt:

“He is a completely Germanised Dane!”

These were the words of one of Knud Andersen’s colleagues before introducing us. And, to some extent, he could be right.

“I have been working for Grundfos Germany for the past 12 years. After having spent five years as a Departmental Manager at the electronics factory in Bjerringbro I went to Germany to fill a temporary post, which was extended a couple of times before it was made permanent. Today, I am responsible for product-related technical information and work as a liaison officer on a number of projects that are conducted in collaboration between Grundfos Germany and Grundfos in Bjerringbro. My family and I are very happy living in Germany. My daughter is an apprentice here. We like the German culture, the people we meet are very friendly and we have been well received. The German people are very open”, Knud Andersen says.

Jan Beckmann, Hotel Manager, Waldhof:

“The hotel industry is not new to me – I was practically born into it. I come from the island of Sylt, which is a popular holiday resort in the northern part of Germany. Many people in my family have worked in the hotel business, and it felt natural for me to follow a similar career path”, he says.

Jan Beckmann has been the Manager of Waldhof for the past four years, and he has already made his mark on the place. Under his management, Waldhof has gone from being “just” a guesthouse to also being a place hosting conferences, small-scale exhibitions and press events. All based on the idea of maintaining the original Grundfos values.

“What attracted me to Grundfos is the company’s set of values. Therefore, I think it is important to maintain these values in my everyday work at Waldhof”, Jan Beckmann says.

Jan Urbanowicz, Electrician, Wahlstedt:

Jan Urbanowicz moved from Poland to Germany, and shortly after he was employed by Grundfos as an electrician. Since then, many things have happened, both at Grundfos in Wahlstedt and for Jan Urbanowicz personally:

“When I started in 1991, the team that I worked with was much smaller than the one I am working with today. The job was a little different too. I still work as an electrician, but you could say that my work is now multi-faceted. For example, we are also involved in installation and machine work”, says Jan Urbanowicz. He continues:

“I am very happy to work for Grundfos. I like my job and my colleagues are great. I am also very satisfied with living here in Germany. Grundfos has branches in Poland too, but I have decided to stay here. Germany is now my home and my family has settled in. As a matter of fact, I have just had a grandchild”, Jan Urbanowicz says with a smile.

Danuta Kotula and Ludmilla Kühn, Electronics Factory, Wahlstedt:

Careful and cozy work

The Electronics Factory was opened in Wahlstedt in 2008. The working conditions here are different from the working conditions that can be found in most other parts of the Grundfos production. For example, it is very important to avoid any kind of static as that could destroy the electronic components. Danuta and Ludmilla have been working at Grundfos since 1991 and 2006, respectively, and today they are both working at the electronics factory.

“We have both worked in other parts of Grundfos before we started working here. We liked that too, but this is more interesting because it is different. For example, we have been to Denmark to get training in the work processes relating to electronics. When working with sensitive products it is important to be focused at all times in order to ensure quality. It is nice to use our heads. Our team is great, and we have a good time with our colleagues – this is a good place to be”, they say.
Late summer is a good time for grapes, the temperature reaches 28 degrees Celsius in the early afternoon sun, and the vineyards that encircle the town of Bodenheim wave in the heat haze.

Stories about centuries of wine production drift among the straight rows of vines that wind along the undulating hills. There is a great view of the vineyards from Hilge, the pump company, which is situated almost in the centre of Bodenheim.

Bodenheim calls itself the gateway to the wine-growing country. The town lies near Frankfurt am Main, Germany’s financial centre. Europe’s third-longest river, the Rhine, runs through the town on its over 1,300 kilometre journey from its source in Switzerland to its mouth at the North Sea.

These neighbours, however, are not given much focus in the narrative relating to the town, which dates back to 745, while the almost 80 vineyards which produce internationally acclaimed wines are.

And it is the very creation and production of wine that makes Hilge and the area inseparable, since, back in 1865, Peter Hilge, founder of Hilge, designed and built the first pump for the local wine growers.

This pump formed the basis for the manufacture of pumps used in food production. He found a niche and refined the pumps and today, they have achieved the very same international recognition as the wines they were designed to pump. These days, pumps used in wine production account for only a small part of Hilge’s turnover.

Since then, Hilge has developed a large number of pumps that can handle all kinds of liquids and foods, ranging from beer to salad dressing, but which have also proved their worth in multiform process industries, for example the pharmaceutical industry. Hilge’s products distinguish themselves by living up to the very strict hygiene requirements that are demanded by modern food production.

Hilge became part of the Grundfos Group in 2004.

Read more about Hilge on www.hilge.com and see Hilge’s products.

Local wine grower Johannes Jakob May is standing in front of some of the steel tanks which will soon be filled with the wine produced from this year’s harvest. His vineyards lie very close to Hilge’s factory in Bodenheim. In early autumn he will harvest the Riesling grapes which are an important part of the white wine that is produced in the area.
**Grundfos receives an award** at Brazilian exhibition

*Grundfos’ Brazilian company participated for the second time in the highly regarded FENASAN exhibition, which presented sanitation and environmental solutions.*

At the exhibition, which is generally considered one of the most important exhibitions not only in Brazil, but also in the rest of the world, Grundfos’ contribution was singled out and awarded the AESabesp Prize 2010 – The Best Technical Customer Service during the Exhibition.

Grundfos used the slogan “The Complete Solution in Water Utilities”, and underlined our considerable product portfolio with an exhibition of products ranging from submersible wastewater pumps over control systems to core products including CR and SP pumps.

The FENASAN exhibition has been held since 1990. This year, the exhibition attracted an impressive 12,000 visitors and was attended by representatives from both public institutions and large global exhibitors, including KSB, ITT, Flygt, ABS and, of course, Grundfos. ☞

**Grundfos Indonesia winner of Best Stand Performance**

INDOWATER 2010 Expo and Forum ended with great success when the organisers awarded Grundfos Indonesia the prize for Best Stand Performance.

This exhibition is a major event for Grundfos Indonesia. It is an important water trade show that focuses on innovation, products and services, as well as best practices, successful case studies and practical applications of water technologies for industries. Grundfos displayed environmentally friendly products, including the SQFlex that attracted the attention of most of the Indowater visitors. The SQFlex running demo also received media coverage from local newspapers and TV stations.

INDOWATER 2010 was held in Surabaya last summer. Grundfos Indonesia once again participated in this trade show which is Indonesia’s No. 1 Water, Wastewater and Recycling Solutions Event. The objective of participating at the event is to strengthen partnerships with major key accounts while at the same time introducing the latest innovations within Grundfos products and solutions. ☞

The exhibition was fully supported by four Grundfos Indonesia authorised dealers from Parfima Mekadaya, Istana Pompa, Tehnik Pompa, and Saka Parfima.

**Facts:**

A range of other Grundfos products and applications were displayed, including:

- Hydro MPC
- Water utility pumps
- Dosing
- PACO
- CM
- Pump audit

The 72 square metre Grundfos stand was strategically located at the main entrance of the exhibition. Visitors were offered the chance to test WinCaps to calculate pump requirements and best efficiency.
How has BE developed in the Group since GBJ won the BE award in 2006?

It is evident that focus within the Group has increased and there is a wish to use the BE philosophy to improve our business and create results in our day-to-day activities. We have become better at sharing experience across our own companies, while at the same time looking for inspiration outside the company through our collaboration with, for example, Philips, Bosch, Ricoh and BMW.

We make a targeted effort to increase knowledge-sharing across Grundfos companies. There is so much good experience in the individual companies, and the employees are eager to learn from each other. Our companies often contact me, asking me to make contact with companies that have more experience within specific subjects. The companies might want to compare themselves with others and seek inspiration on how they can do things even better.

Since 2006, in cooperation with EFQM, we have developed BE training for managers, talents and key employees. This covers both face-to-face training at The Poul Due Jensen Academy and virtual training. This training has already been completed with great results for more than 300 Grundfos colleagues.

The breaking news regarding Grundfos’ BE journey is an update of the BE model and our evaluation methods and basis, which we call RADAR. This update has been made on the basis of a general revaluation of the European model – activities that Grundfos was involved in.

In which direction are the BE activities moving?

It is our experience that the updated EFQM model better meets the challenges that Grundfos is currently facing, being innovative and focusing on responsibility and risk assessment, for example.

Last spring, we conducted three pilot projects, so-called Cross Company Assessments, during which we tested the updated model and our traditional approach when writing status documents. The new status method will facilitate the companies’ writing process while at the same time increasing focus, and they will simultaneously experience a greater degree of learning. The new, focused status document will allow the companies to actively use the document in their day-to-day activities. The pilot projects have been com-

THE IMPROVEMENT CULTURE IS THRIVING

The concept of challenging ourselves and questioning everything we do is the backbone of Business Excellence, which Grundfos has chosen as its philosophy for improving the business. Here, Lene Lindholm, who is engaged within Business Excellence (BE), takes stock of the Group’s BE activities.
Each of us is an expert within our own area, and we have a pretty good idea of how our working area could be improved.

completed in the UK manufacturing company and the sales companies in Canada and Turkey.

The positive evaluation from the three companies and the assessors will make up the framework when rolling out the model and serve as a kind of script for all our companies, indicating how the roll-out should happen over the next few years.

What does BE mean — practically, strategically and in future?
Practically, BE is a philosophy or culture which builds on learning from your experience and creating better results based on this experience. The ideal condition for an excellent business is that you no longer need to talk about BE, as it has become a natural part of your ‘luggage’. Having said this, we need to constantly challenge our conduct and our business. We believe that this is best done using Cross Company Assessments, which identify strong points and areas for improvement within the individual companies. This will allow other people to take a look at the way we act.

This spring, we also tested a new kind of BE assessment which is based on one of our value chains — in this case engineering industry. Traditionally, BE evaluations have been performed in the individual companies, but here, we are evaluating research and development, production and sales and other support functions within the business. It was actually interesting to check these connecting links between the individual units and find out who is in charge. And this is highly relevant in relation to our globalisation efforts. Valuable learning has been made from this project, which was useful both within the segment and from a Group perspective.

Is it possible for all Grundfos employees to work with BE?
The answer to this question is definitely YES. Each of us is an expert within our own area, and we have a pretty good idea of how our working area could be improved — and in this respect it does not matter what you are doing. Also, we could be inspired through the good initiatives that each of us take, and constructively challenge the actions we all choose to take. BE (or RADAR) is just the tool we have decided to use to ask logical questions, to constantly challenge why we do different things and how we do them. Every individual employee can use the tool, but it is often when collaborating with others that you open your eyes to possible improvements within your own working area.

How do you work with BE in your everyday activities, and what is your role in the Group companies?
My job is to support our companies in their efforts to strengthen their BE competences and allow them to create better business for Grundfos. I am responsible for our training activities and the Global Assessment Process, which is used to evaluate our companies across regions, companies and cultures.

BE knowledge is also disseminated via our regional BE facilitators, who are constantly being updated with the latest knowledge. The regional BE facilitators are close to the companies, and they are familiar with the companies’ needs as regards BE start-up, exchange of experience and other aspects.

I am also responsible for our EFQM collaboration, where we cooperate on a number of BE-related development activities, and where we are sharing knowledge with other global companies that also use the BE model as their management philosophy.

In the spring, a new kind of evaluation model was tested. Here are some of the team members who gathered in Bjerringbro.

What is a “Cross Company Assessment”? A Cross Company Assessment is an evaluation of a company or function based on a written document (status document) that examines each of the nine criteria in the BE model.

An assessor team consisting of four experienced Grundfos colleagues will visit the company for four days to conduct interviews and thus evaluate the status document and the company. The visit will be concluded with a presentation of the company’s strong points and areas for improvement, and it is then up to the company to list these items in order of priority and continue its activities.

What is RADAR?
RADAR is a simple tool which can be used to evaluate, for example, a working area, a functional area, a project or a strategy. RADAR is a set of logical questions used to constantly challenge why we do what we do, and how we do it. A simplified version of RADAR is shown here:

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EVERYBODY participates

At Ricoh, the world-famous producer of camera equipment, the improvement culture has been fully integrated into all parts of the company. Gmagazine has met Matt Fisher of Ricoh Europe to hear about his experience with Business Excellence.

How does Business Excellence improve your business?
Over the past few years, our market has undergone rapid change. New competitors have emerged, and focus has changed from the physical product to services that support the product. Our customer activities therefore concentrate on complete solutions throughout the entire value chain. During the past three years, we have gathered our traditional and acquired activities to enable us to offer the best possible service locally and globally. The Business Excellence principles have been invaluable in this process. We have been able to measure our progress and launch the right initiatives in the places where improvements were necessary.

From your perspective, how is the BE culture developing?
BE is a key element of our approach to sustainability in all Group activity areas, from development, to production, to the way we treat our employees. Since we defined our policy for social responsibility in the 1970s, focus has been on achieving the correct balance between people, the Planet we live on, and the bottom line. Once again, the Business Excellence activities have played a central role. In order to meet our objectives we know that the culture must be anchored throughout the organisation. Therefore, it is important to us that our managers are familiar with the BE principles and know how to apply the principles in practice.

The new Business Excellence Model 2010

The model was introduced in the autumn of 2009 and is now used when evaluating companies and organisations. The experience gained with the new model is as follows:
• It is clearer and easier to understand than the previous model.
• The nine basic principles of the model are easier to convert into practice.
• Sustainability as a focus area has made the model more useful.
• Increased focus on key areas that strengthen the organisation's ability to develop strategically.

How to get more information about Business Excellence:

Insite
What: General information and training information.

Business Excellence Wiki
What: Best practice examples and tools for companies and assessors.

Business Excellence database
What: Status documents and results (for a new approach, look to GTR, GCA and GBW).
Where: Group portal: Toolbox > Business Excellence Database.
WHAT THEY SAY ABOUT BUSINESS EXCELLENCE

Roger McHugh, District Sales Manager, Grundfos Canada:
The BE model provides us with a set of values that we can use to improve our products, processes and customer service and work towards becoming the number one pump manufacturer in Canada.

The Cross Company Assessment was a good experience. As employees of GCA, we sometimes do not see our own weaknesses. The assessors see GCA from the outside, find those weaknesses and make recommendations for ways to improve.

The site visit was less stressful than I thought it would be. And hearing the feedback and other people’s comments about GCA and realising how loyal the employees are to Grundfos was a good experience. Grundfos is a great company to work for.

Simon Feddema, General Manager, GCA:
The most recent Business Excellence assessment was very well received by the GCA organisation since all employees felt that it was a fair and in-depth review of GCA, not just an evaluation of how well we could write a status document. Everyone involved in the process – in creating the status document, being interviewed and reviewing the vital data – agreed that the results and feedback given during the assessment will be helpful in the future development and growth of GCA. I would encourage other companies to look at the new BE process as a great way to help identify areas for improvement within their organisations.

Okay Barutçu, General Manager, GTR:
The new method focuses more on the actual situation on the floor rather than the document and requires the assessors to do a more thorough on-site review and assessment. It makes the Status Document more of a “teaser” document than a complete description of the operation and its activities, and this makes the organisation’s ability to market themselves less important for the final score. This brings the Business Excellence scheme a step closer to the real world and makes it more practical both for the organisation and for the assessors.

Lee Carlin, General Manager, GBW:
For Grundfos Manufacturing in the UK, this was an eye opener. As the company had never truly embraced the concept of Business Excellence prior to 2010, it has given us a framework on which we can further build our business. The new format, Enabler Map, is more focused on proving how prepared and adaptive a company is for the challenges that lie ahead, whereas the new Status Document, although a challenge to initially write, once done will provide a workable tool that the business can use and regularly update to show progress. Overall an improvement to the Business Excellence model that, if used well, will take existing very good Grundfos companies through the journey towards excellence.
A one-week project is not enough to conclude the merger of 41 Financial Departments in 37 different European countries into one, single department. Many stones need to be turned, and many people have to be involved. Nevertheless, the Grundfos Financial Shared Services (GFSS) project has so far been completed according to plan, and the time schedule has been strictly observed. It is evident that the financial guys are in charge...

International project according to Grundfos model
The Shared Services project is one of the most international Grundfos projects ever. More than 10 nationalities are involved in the project (for the complete organisation chart, please go to Insite), and this makes it the most international project that has ever been completed within the finance function.

Frank Thiel is Project Director of GHO and the project manager for this project. According to him, the design stage has almost been completed, i.e. the project organisation has been established, the system to be used has been chosen, the location of the centre found, and a management team employed.

Frank Thiel emphasises that the success of the project is very much due to the commitment and hard work of all the members of the project group – and he would like to thank them all:

“...the local Financial Directors and their employees have provided the project group with documentation and evaluation of the ‘to-be’ processes, which have been prepared for the next stage of the project, i.e. the construction stage, and this information forms a sound basis for a successful start to the implementation stage”, Frank Thiel says.

Peter Stebel, external consultant on the project, describes his experience of the process:

“The strong involvement of the companies’ Financial Directors is quite unique for this project. Top management has communicated openly and offered their full support. This is one of the most important factors for making a project like this a success, and we always recommend that the affected employees be involved, but not all companies take our advice on this”, he says.

The GFSS management team consists of Sandro Stramane, former CFO of the DWT Group, Manager of GFSS, Andrea Kocsis-Lázár, former HR Manager of GMH, now HR Manager of GFSS, and controller Peter Hajdu, who has been the Chief Controller of GMH since April of this year. The process managers were found outside the company and all have experience from other Shared Services centres in Budapest.
**Sandro Stramane and Andrea Kocsis-Lázár are strong Grundfos people who have long-standing careers in our company**, Frank Thiel says. “It is important to transfer the Grundfos culture to the new organisation, and it is therefore essential to involve quite a few Grundfos employees.”

**Budapest was best**
Several countries were considered when deciding on the location for the GFSS centre. Several factors were decisive for choosing Budapest, including:

- Budapest is already home to several Shared Services centres and thus has comprehensive experience within this area, not least at management level.
- The city’s inhabitants have good language skills.
- Good infrastructure and proximity to airport and motorways.
- Political and financial stability in the country.
- Grundfos is already present in the country.

**Centre of Excellence**
Frank Thiel stresses that the Grundfos Shared Services centre should not be considered just another centre in Budapest. The centre must provide strong support to Grundfos’ business in Europe, and one purpose of the centre is to improve the quality of the support offered to local companies.

The current financial departments are doing a great job, but they do not all use the same system, and functions are highly decentralised.

The very purpose of a Shared Services centre is to harmonise and standardise processes, thereby making them more transparent. Frank Thiel is optimistic – he feels that all the people involved have taken a positive and constructive approach to the project.

The implementation stage will begin in November: The first five companies will be transferred in February/March 2011, the next will follow in July/August 2011, and the third wave will be toward the end of 2011 or the beginning of 2012. The roll-out plan for companies to be transferred in the fourth and fifth waves will be specified later.

We will tell you more about Grundfos’ Financial Shared Services centre in the coming issues of Gmagazine.

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**GFSS will cover the following processes:**

- **Order-to-cash**
- **Purchase-to-pay**
- **Record-to-report and tax**
- **Management accounts**

**Order-to-cash**
The order-to-cash department will offer its service in relation to administrative activities concerned with invoices for products or service to our customers, including handling and matching customer payments and performing credit and collection activities.

**Purchase-to-pay**
The GFSS p-to-p department will offer service in connection with the payment of supplier invoices and settlement of travel expenses.

**Record-to-report and tax**
The department services administrative activities in connection with the handling and reporting of financial information used in annual accounts. This also includes preparation of intercompany accounts, fixed assets and inventories. The department also offers service regarding the management of Grundfos’ liquidity, for example cash flow management and currency transactions.

**Management accounts**
The department assists Group management by providing analyses and preparing management information. Their activities include regular (monthly, quarterly, annual) and ad hoc reporting as well as support in connection with budgeting and projection processes.
Grundfos A/S has already started working with the strategy to reduce CO₂ levels in Grundfos’ Danish activities – and the Danish environment people encourage knowledge sharing in order to ensure that the entire Group will meet the objectives.

This is how Grundfos A/S works with the climate and energy challenge in relation to:

Customers: It is important that our future customers acknowledge us as a trustworthy partner that takes the lead in the climate challenge. Customers who visit Grundfos Denmark should therefore be inspired by Grundfos and there should be no doubt that they have visited a company that is at the forefront.

Products: As a manufacturing company, we must ensure that our products support our climate strategy. One example is the calculation of “Carbon Footprint”, which shows the amount of CO₂ needed to manufacture an electric motor, for example. At present, we have not calculated the number of grammes that we are using today, but we have the software to do it. The challenge in Grundfos A/S is to make sure that, year by year, we use less energy when manufacturing a pump, and that we take responsibility in relation to our consumption.

Technology: Being a technological company, Grundfos A/S must be at the forefront when testing and introducing new ideas, solutions and products. Here, the Technology Centre, in particular, has an important role to play in the future.

Employees: We cannot succeed without involving all our employees. It is important to be prepared for the job so that we all know how we can contribute. We must make sure to create sustainable production in order to be able to support the Group and its success.

Wanted: INTER-DEPARTMENTAL cooperation

Grundfos A/S has already started working with the strategy to reduce CO₂ levels in Grundfos’ Danish activities – and the Danish environment people encourage knowledge sharing in order to ensure that the entire Group will meet the objectives.

Challenging the organisation
Grundfos A/S has decided to take the lead as regards initiatives to reduce CO₂ emissions and work towards world-class sustainable production. This requires us to reduce our energy consumption, and it also challenges the organisation to change our manufacturing methods.

“So far, we have not done enough within the environmental area. Over the past nine years, improvement initiatives have reduced our energy costs by approx. 1.2 million euro in Grundfos A/S, so we have done something! But now that all our current and future competitors have climate issues on their agendas, we need to do even more in order to remain at the forefront”, Jeppe Drachmann says.

An ambitious target
As a minimum, Grundfos A/S wants to meet the Group’s new expectations within the climate area, and as a result, using 2008 as the baseline, the company will have to reduce its energy costs by a minimum of 1.35 million euro before 2013.

“This reduction corresponds to a little more than 5,000 tons CO₂, which again corresponds to 12 million kWh. This is an ambitious target that requires a focused effort. To succeed, we need all the good ideas we can get”, Jeppe Drachmann says.

Initiatives that have been introduced or are in the pipeline in Grundfos A/S:

- Replacement of energy pumps and motors in production. So far, approx. 500 old pumps have been replaced by new and more energy-friendly ones in buildings and the production at Grundfos A/S in Bjerringbro and Aalestrup.
- Environmental funds including a sum of money targeted at environmental improvements.
- Employee involvement – rewarding improvement suggestions.
- Major investments.
- Using external advisors.
- Improvement and new development of technologies.

An external firm of consultants has implemented a system that will detect and stop leaks in pressurised plants in the production. The savings that were made as a result of significantly fewer leaks paid for the cost of the external partner in approx. four months.

Here is a list of Danish contacts who are working with energy-related and environmental improvements within a number of areas:

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
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</thead>
<tbody>
<tr>
<td>Mogens Olesen (MOL)</td>
<td>Replacement of electric motors</td>
</tr>
<tr>
<td>Svend Åge Steffensen (SVS)</td>
<td>Replacement of energy pumps</td>
</tr>
<tr>
<td>Lissy Grendahl Johnsen (LVJ)</td>
<td>Replacement of electric motors</td>
</tr>
<tr>
<td>Mette Kristina Hald (MEH)</td>
<td>Replacement of energy pumps</td>
</tr>
<tr>
<td>Klaus E. Christophersen (KLC)</td>
<td>Replacement of energy pumps</td>
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<td>Henriette Vincents (HVC)</td>
<td>Replacement of energy pumps</td>
</tr>
<tr>
<td>Karen Hvid Ipsen (KHI)</td>
<td>Replacement of energy pumps</td>
</tr>
<tr>
<td>Jannick Sorensen (JBD)</td>
<td>Replacement of energy pumps</td>
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<tr>
<td>Mogens Olesen (MOL)</td>
<td>Replacement of electric motors</td>
</tr>
<tr>
<td>Jan B.D. Sorensen (JBD)</td>
<td>Replacement of energy pumps</td>
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<tr>
<td>Internal Pump Audit</td>
<td>Replacement of electric motors</td>
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<tr>
<td>Mogens Olesen (MOL)</td>
<td>Replacement of energy pumps</td>
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<tr>
<td>Malene Doktor Sorensen (MDO)</td>
<td>Replacement of energy pumps</td>
</tr>
<tr>
<td>Kim Appelby Bukdal (KAP)</td>
<td>Replacement of energy pumps</td>
</tr>
</tbody>
</table>

By Dan Prangsgaard
dprangsgaard@grundfos.com

October 10
Employee suggestion means savings – for the budget and the environment

By Linda Dingley

The Sunderland factory is a busy place. In addition to being the workplace for 197 employees, this is also the central distribution centre for the UK and Ireland. Every day, trucks arrive and deliver their loads, and every day, the trucks will leave the distribution centre again – fully loaded and heading for new destinations.

Many of the trucks that go to the northern part of England come from Hungary, and Mark Morton and John Scott uncovered some great savings through streamlining these trips.

Many small trucks would arrive, and often, these trucks were not fully loaded. And as the distance between Sunderland and Tatabánya in Hungary is as much as 1,650 kilometres it was immediately evident to them that great savings could be made.

They decided to make a suggestion to management, pointing out the problem and explaining that much money could be saved if the existing procedure was changed. The suggestion meant that a Six Sigma Light team was put together, comprising employees from both Tatabánya and Sunderland, which collected and analysed data. The group found out that 8-10 trucks would deliver goods from Hungary every week, and of these, three or four of them were small trucks. They also examined load weights and available space on the transport vehicles. It was found that there was a good potential for savings if the number of trips was minimised and if the loads were maximised on every journey.

As a result of the group’s work, a recommendation was made to consolidate the deliveries from GMH1/2/3 and to repack the pallets in Környe in order to ensure that the trucks would carry as big a load as possible – every time.

Today, these recommendations have been fully implemented, and considerable savings have been made. “This project goes to show that a suggestion for improvement can be implemented and can positively affect both the environment and Grundfos’ economy”, says Lee Carlin, General Manager of GBW.

Result of the suggestion:
• A 40 per cent reduction in the number of trucks from GBW to GMH = 110 trucks every year.
• A 41 per cent reduction in transport costs = 205,000 euro saved every year.
• A 50 per cent reduction in CO₂ emissions = savings of 180 tons every year.

The result was so impressive that both GMR and GDS plan to apply the same method. Here, savings of up to 30 per cent are expected following the implementation.
The world population will total almost nine billion people by 2050. This is three billion more than are currently walking the face of the Earth today.

As a result, the strain on the Earth’s already scarce resources will increase, and therefore, in 2009, Grundfos decided to optimise its energy processes wherever possible. The Group simultaneously pledged to never emit more CO$_2$ than in 2008.

“We made 2008 the basis for future maximum CO$_2$ emissions as this is the first year in which we had a reliable set of data to work with”, says Karen Touborg, Environment Engineer at Grundfos.

Based on the 2008 figures, this means that Grundfos must never again emit more than 124,000 tons CO$_2$ per year, irrespective of future growth rates.

The development in 2010

Group Environment has now collected all the data for the first six months of 2010 and concludes that, in total, there has been a 10 per cent increase in the CO$_2$ emissions compared with the 2009 average.

In spite of the increase a review of forecasts from a number of Grundfos companies shows that Grundfos will be 2-4 per cent below the 2008 level at year-end. If, however, Grundfos continues to increase its CO$_2$ emissions globally, the Group will exceed the 2008 level as early as 2011.

“Therefore, it is important that we act now”, says Karen Touborg.

Growth creates challenges

One of the biggest challenges that Grundfos is currently facing is the growth rate. Following a period of stagnation, the market is really beginning to move again. In China, in particular, great growth figures present challenges in relation to CO$_2$ emissions.

“Normally, CO$_2$ emissions will follow the growth rate, and our challenge is to maintain economic growth and avoid growth in CO$_2$ emissions too. This is the big challenge that China, for example, is facing, as this country has a very fine growth rate seen from an economic perspective”, says Karen Touborg.

Due to the impressive growth the objective to never emit more CO$_2$ than in 2008 will be even more ambitious than before, and in China, like in other countries with a fast-growing market, the challenge will be particularly great.

Top ten

The Group Environment Department has identified the 10 Grundfos companies that emit the most CO$_2$, and which, as a consequence, will be given special focus in relation to other Group companies for the next six months. The reason for this is that these 10 companies account for 84 per cent of the total CO$_2$ emissions at Grundfos.

“It goes without saying that we should keep an eye on and help all Group companies, but these 10 companies will get special attention due to their importance in relation to CO$_2$. If we control their CO$_2$ emissions, we will be able to meet our CO$_2$ objective”, says Karen Touborg.

Before the summer holidays, the Group Environment Department held video conferences with the 10 selected companies, and following a review of the energy-reducing initiatives which have already been implemented, only three companies expect to be unable to get below the 2008 level compared with the companies’ forecasts for the rest of 2010.

Financial assistance

Concurrently with the creation of the CO$_2$ Top Ten, Vice President Lars Aagaard set aside funds which can be used to support energy-reducing initiatives. These funds have already been put to use.

Early in 2010, Grundfos China had good ideas on how to reduce CO$_2$ emissions, yet
The only way to meet our objective is by creating a global synergy effect and collaborating throughout the world.

Karen Touborg works with the Group environment policy.

this was not enough to get below the 2008 CO₂ emission levels. The ideas for new initiatives were there, but the financing was lacking. Now that the funds have been set aside and Lars Aagaard has approved the Chinese suggestions, the factory workers can look forward to showering in water heated by solar energy. and renewable energy is one of the areas that Grundfos is currently examining in detail.

Climate wiki
As more and more ideas are fostered in the individual companies across the world, the Group Environment Department has established a common forum which will allow for knowledge sharing across the individual companies.

This will enable Grundfos Taiwan to share its good ideas with Grundfos in for example Germany and the US. The forum will enable users to present their ideas and thus inspire others.

“This is the only way we can handle the climate challenge. The only way to meet our objective is by creating a global synergy effect and collaborating throughout the world”, says an optimistic Karen Touborg.
Grundfos Taiwan takes an alternative approach in an attempt to reduce the company’s CO₂ consumption: GTW has launched a “No Meat” Friday in an effort to help meet the Grundfos ambition of not emitting more CO₂ than we did in 2008.

“I am not quite sure how the idea for a ‘No Meat’ Friday emerged, but I believe that Paul McCartney’s ‘No Meat Monday’ served as an inspiration”, says Lillian Leu, Human Resource Manager at Grundfos Taiwan.

Whether “No Meat” Friday is a result of Sir Paul McCartney’s poetic abilities or whether it is the Taiwanese government’s own idea is still unclear, but in 2009, the government launched a campaign for no meat days in workplaces. GTW found this initiative so appetising that they have adopted the initiative since April 2010.

A two-ton CO₂ reduction
In Taiwan, meat is normally served for both lunch and dinner, and the employees needed a little time to digest the idea of taking meat off the menu.

“Initially, the employees were worried because they consider meat to be very nourishing and think it will help them through a hard working day on the production floor. But they accepted the idea after a while and now, they feel that they are helping to save the Earth”, says Lillian Leu.

The average Taiwanese emits 10 tons of CO₂ every year. This amount can be reduced by seven kilos a year if one person refrains from eating meat once every week.

GTW has 270 employees, and the introduction of a “No Meat” Friday will lead to potential CO₂ reductions of 1,890 kilos a year.

Involves all employees
In addition to the weekly meat-free working day, GTW also addresses the CO₂ challenges in other ways.

A thorough analysis of the company’s energy consumption and a set of rules regarding the use of lighting, air-conditioning and electricity in general have been accompanied by what Lillian Leu characterises as the greatest challenge of them all, namely to plant the green idea among the employees and help make it grow.

“We spread the idea of saving energy by holding meetings and training the employees. We hope that we will be able to involve all employees and encourage them to do what they can”, she says.

Just like in Denmark and the US, for example, Taiwan puts a great focus on CO₂, and several major companies have won awards from the Taiwanese government for their CO₂-reducing initiatives.

“Ideas relating to green architecture, solar energy and locally grown food are beginning to happen in Taiwan. At GTW we hope that we will be able to support our green vision from the way we behave and the results we achieve from the way we behave”, says Lillian Leu.
AN ARCTIC OCEAN EXPEDITION

GLACIERS IN THE POLAR AREAS are beginning to COLLAPSE due to a particularly warm summer. At the same time, MELTING WATER IS FLOWING into the sea in volumes that are greater than in previous years, an internationally renowned scientist says.

Climate researcher and Arctic explorer, Ph.D., Sebastian H. Mernild.
Climate researcher and Arctic explorer, Ph.D. Sebastian H. Mernild, is on his way as far out into nothingness as you can possibly imagine. He is going to a research station situated in the northernmost part of Arctic Alaska to conduct research into the effects of the increasing CO₂ emissions and the climate change that humanity is witnessing.

Unknown territory
His destination is the Toolik Lake Field Station.

From there, transport is via snowmobiles, snowshoes and by helicopter to access places where no other people have walked before – the thought of setting foot into unknown territory is a dream shared by most Arctic explorers. The research that is about to be performed should preferably be made in places that are as untouched by humans as possible.

Before long, we cross the Polar Circle. Normally, this is as far, and no further, that tourists will get. Our expedition, however, has only just started, and Sebastian H. Mernild has many hours of driving into the uninhabitable and freezing landscape in front of him.

Brooks Range can be seen in the horizon – the mountain range of the northernmost part of Alaska. The weather is expected to turn considerably colder once we pass the mountain range.

After that, the journey goes through the snow and glacier-filled landscape, heading towards Toolik Lake near the Arctic Ocean in the far north.

Temperature on the increase
Over the past several decades, global temperatures have, on average, been increasing. In the Arctic in general, the increase has hit twice as hard, and in Alaska four times as hard as the general global mean temperature increase.

“This means that, since the late 1950s, the temperature has risen by 2-4 degrees Celsius in the northernmost part of Alaska, while the increase for the Arctic is 1-2 degrees. Recently, American scientific research documented that, at present, 2010 seems to be one of the warmest years globally which has been measured since 1850 – maybe even the warmest. And in the Arctic, the ice is melting at a record pace, both on land and in the sea”, Sebastian H. Mernild says.

Glaciers in North America and Greenland, including the inland ice, are reducing in extent and volume, causing greater amounts of fresh water to flow into the sea. Thus, the amount of fresh water contributes to the current rise of the global sea level, which at present is some three millimetres per year – 80 per cent more than the 1.7 millimetre per year, which was the average increase during the last century.

“Melting from the inland ice alone presently accounts for approx. 25 per cent of the global rise of the seas. This is definitely more than expected,

At present, 2010 seems to be ONE OF THE WARMEST YEARS GLOBALLY which has been measured since 1850 – maybe even THE warmest.
and the trend in climate change during the past few centuries is clearly concerning. Never before during the past 4,000 years has the melting and outflow of fresh water from the inland ice to the sea been greater than during the past decade", Sebastian H. Mernild points out.

Ice loses mass
The discussion in scientific circles in the US very much concentrates on the future of the inland ice, as, in 2007, for the first time since 1979 when satellite observations of the inland ice were first made, the ice had a negative surface balance. This means that during the summer of 2007, more snow and ice melted off the surface of the inland ice than was formed in the winter.

"Knowledge about the time when the inland ice ‘loses its balance’ or, in popular terms ‘the point of no return’ is becoming increasingly interesting, as the inland ice is the biggest possible contributor to the rising sea levels in the northern hemisphere", Sebastian H. Mernild says.

Calculations performed by means of computer models regarding the future of the inland ice until 2080 based on the IPCC’s (Intergovernmental Panel on Climate Change, eds.) climate projection show that, by the end of the 2020s, the inland ice will be close to crossing this point. "From the beginning of the 2040s, this trend seems to be unambiguous", says Sebastian H. Mernild.

Balancing on a fine line
After this, the surface balance of the inland ice will continue to be negative, even quite negative, and thus, the melted ice will contribute greatly to the rising sea levels.

"Experience gained from working with the IPCC’s future climate scenarios shows that, as a result of climate change, the trends will develop faster than were previously shown in the climate panel models. Therefore, it seems realistic to assume that the balance will tip at the beginning of the 2040s, in 35 years, and this will mark the latest point when the inland ice is no longer capable of rebuilding itself", Sebastian H. Mernild says. He continues:

"It seems almost impossible to prevent the developments that have been forecasted for the Arctic. In the autumn of 2009, before the UN Climate Conference in Copenhagen, COP15, all the politicians seemed to agree that a useful, binding climate agreement was of immense importance. The agreement was supposed to reduce anthropogenic emission of greenhouse gasses to the atmosphere thereby ensuring that the global rise..."
in temperatures could be kept within two degrees compared with the pre-industrial level and a maximum of 1.4 degrees above the current level. Now, almost a year after the conference, political failure seems impossible to avoid. Politically, we have a weak, not legally-binding policy statement – The Copenhagen Accord – and with the message from the most recent climate meeting in Bonn in June, climate negotiations seem to have been put on stand-by, the ambitions have been reduced and are far from the minimum levels presented before COP15.

According to Sebastian H. Mernild, the climate threat still remains, even though the political ambitions seem to fade. If the climate is not to be the loser in the game of international politics, where talk and lack of political action is a fact of life, politicians need to prove their worth now, before it is too late, he says.

Brooks Range is approaching, and the Jeep slowly and steadily makes its way through the heavily snow-covered Atigun Pass. Here, you do not want to meet any approaching cars. You want to keep the car moving and concentrate. The Jeep could get caught in an avalanche anytime, not least now that the snow has started to melt.

The Atigun Pass is one of the reasons why the Dalton Highway from Fairbanks and going north has been given the name the Kamikaze Trail by the locals.

We make a stop at the top of the pass. Sebastian H. Mernild looks across the Northern Slope – the great white virgin land, the last wilderness of the US. From here, the landscape is flat and white from ice and snow, in places broken by gigantic mountains that rise towards the blue sky. Over the next few months, he will find out much more about what information the landscape holds about the past decades of global warming.
Grundfos’ 2009 Sustainability Report, which was published recently, advises on the results achieved in 2009 with regard to sustainability and responsibility and also underlines the company’s efforts to fight the major global challenges.

The report includes the following:

• A statement about the Grundfos White Paper on climate – “Sustainability first – Our perspectives on the Climate Challenge”, which underlines our attitude and commitments as to how Grundfos can make a difference in relation to climate change.

• Development of a Footprint strategy, which sets an ambitious target for Grundfos to never emit more CO₂ than we did in 2008.

• A 10 per cent reduction of our CO₂ emissions, which is a satisfactory result seen in the light of the falling turnover. The objective, however, is to achieve even better results in the future.

• ALPHA2 pump number 1,000,000 was manufactured in 2009. In addition, Grundfos A-labelled pumps sold during the 2005-2009 period have achieved annual energy savings of 750 million kWh – which corresponds to 359,000 tons CO₂.

• Being a responsible company, Grundfos attaches great emphasis on creating a workplace with room for employees with a reduced capacity. In 2009, the Group target stipulated that 3 per cent of Grundfos employees should be people with a reduced capacity for work, which was surpassed by a 4 per cent result.

The 2009 Sustainability Report gives a comprehensive view of our CSR activities and results, and the report is therefore relevant for a wide range of our stakeholders: customers, business partners, employees, NGOs, opinion formers and the media. In addition, you as an employee can learn more about Grundfos’ approach to and work with sustainability and responsibility globally.

The report is divided into four sections: PRODUCT (products and customers), PEOPLE (employees), PROCESS (management processes, environmental and social impact), and PURCHASE, which helps provide a quick overview of Grundfos’ CSR results.

The report has been published in a printed version in Danish and English, and as a PDF file and iPaper version in Chinese. If you would like to receive one or more copies of the report, please contact Eva Leth Laursen (EV), elethlaursen@grundfos.com. The report is also available on Insite and at www.grundfos.com.
GerMany

Everywhere that Grundfos is represented in Germany, you are reminded of the dynamic and busy regions these companies are located in: From the manufacturing company in Wahlstedt to the tireless North German sea ports. From Hilge in Bodenheim which is geographically linked to the financial power centre of Frankfurt am Main and the numerous breweries in Düsseldorf across to the heart of the sales company in Erkrath at the edge of the industrial-age engine room in the Ruhr district.

In the following series of photos, the photographer’s eye captured and froze pockets of time in some of the places where our German colleagues work and live.

Glimpses of Grundfos at the centre of Europe

The Grundfos head office is situated in Erkrath. The building lies in a beautiful setting and is covered in green foliage. Ivy, for example, makes its way up the outer walls.
View from the roof at Grundfos in Erkrath.
Architecturally unique are the words that best describe the lines of the Grundfos building in Erkrath. The interior design is light and airy.
Glimpses of Germany from north to south.
Hilge has close connections with the wine industry, and the company’s main office in Bodenheim lies among vineyards.
A glimpse from Hilge's neighbour, a pump museum.

Manual hands-on work makes up large parts of the manufacture of the special products that Hilge offer to the food industry.
The Olympics are about body and soul
– AND TEAMBUILDING AND FRIENDSHIP...

By Olav Ballisager

Games are, by definition, surprising, spontaneous and intuitive. In connection with the 6th Grundfos Olympics the surprise aspect was so great that the Olympics disappeared altogether for a while! As most of you know, this was because of the global financial crisis.

Actually, it is not the first time that the 6th Olympics have caused problems. The same thing happened in relation to the “real” 6th Olympic Games, which were supposed to have been held in 1916, but were cancelled because of the First World War.


The Olympic Games take their inspiration from ancient Greece. In the classic sense, an Olympiad is not the weeks with games and matches, but rather the four years that lie between the sports games. In ancient times, the sports games celebrated the beginning of a new four-year Olympiad.

Body, soul and character

In 1884, the physically slight, but intellectually high-flying French aristocrat Pierre de Coubertin took the initiative to introduce the “modern Olympic Games”. A central issue for Coubertin was the educational dimension. He wanted to gather and influence young people across geographical and national borders.

Although an original core has been maintained, the Olympic Games have changed in character during the evolutionary period of more than 100 years that have now passed. During the past decades, in particular, the games have become highly commercialised.

At the founding congress in Paris in June 1884, Pierre de Coubertin made a statement which has since then been cited by many sports philosophers and historians of ideas. With a few sentences, Coubertin dismissed the belief that had reigned for thousands of years that the human being is divided into body and soul: When all is said and done, my gentlemen, he said, man does not consist of two parts only: Body and soul. Man consists of three parts: Body, soul and character. Character is not formed of spirit alone; it is particularly formed by the body. This is precisely what the ancient Greeks understood, and that is what we need to painfully learn all over again.

Cultural Olympic Games – the human expression

As we know, the first modern Olympic Games had just 295 participants and were held in Athens in April 1896. A major leap was made in terms of the number of participants in London 1908, which reached more than 2,000 sportspeople. And they took their time back then: the London games lasted from 27 April to 31 October!

A few years before, Coubertin had fiercely advocated the cultural importance of the Olympic Games – not least the aesthetic and artistic values. He suggested a vast number of exhibitions and shows which, to a certain extent, formed part of the Olympic programme up until the 1970s: Architecture, drama, choreography, decoration, literature, music, painting, sculpting, etc.

The main idea in sport is to compare and quantify bodily performances completed under similar conditions.

It was stressed from the beginning of the Olympic Games that these performances should be considered alongside less quantifiable qualities, for example the world of music and painting. This is where the character
of the human expression becomes visible – and the judgment subjective.

**Nature, fight and aesthetics**
In many ways, the modern Olympic Games are characterised by control. The activities are subject to strict regulation, and sportspeople need to specialise and control themselves in every way to have any hope of winning.

Yet other activities based on a holistic approach are developing, and various forms of multi-discipline sports build on versatility – triathlon sailing, orienteering, skiing; another one where the match is in focus (these presently cover popular activities, including numerous kinds of ball games) and finally a third category, where expression, or aesthetics, is pivotal (e.g. gymnastics, dancing, diving). In addition to these come a number of hybrids.

**The special Grundfos Olympics**
As Grundfos is not subject to a strict interpretation of the Olympic idea, it is possible to experiment and create special types of activities.

Character is not formed of spirit alone; it is particularly formed by the body. This is precisely what the ancient Greeks understood, and that is what we need to painfully learn all over again.

It goes without saying that you should give all you have if you are to participate in any game or competition. Rules and regulations notwithstanding, it is often said that it is in the ultimate commitment that a person’s character shows: You stand out as a person.

In games and competitions it is often those who follow their intuition – “what the body wants to do” – who do well. Part of the spontaneous game is gaining experience in registering “the other person” – the fellow player and opponent – as well as having an ability to read nature or the game that is being played.

Fair play, respect for other players in the field, is a key virtue in sport. The responsibility for fair play is increasingly moving to the spectators’ seats. The atmosphere and support that can develop between the sportspeople and the spectators are often as important as the fair play aspect.

All in all, the 6th Grundfos Olympics has every opportunity to once again make some of the classic Olympic ideas come alive – and combine with our own.

The ethnic and cultural diversity among the many Grundfos employees will create a dynamic framework. Respect of diversity in the games and matches will strengthen the sense of community.

Let intuition – dance and music, drama and laughter show the way!
Running and bowling are sports that everybody can do. So if you would like to join the Grundfos Olympics but don’t practice a particular sport or don’t have a favourite – then why not sign up for either running or bowling? You may not come first, but the Grundfos Olympics is also about having a good time with colleagues from other Grundfos countries.

In 2011, a half-marathon has been included as one of the running events, and those who like to run far and challenge themselves now have the possibility to do so.

Sunday is the day for the relay race, where you can sign up until shortly before the start.

**Race Niels Due Jensen**

Helle Bach-Nielsen from Grundfos Denmark tells about her experience:

“I have participated in the Grundfos Olympics three times, and I will, of course, also participate this time. It is a fantastic experience that begins during the opening ceremony: You see all your happy and positive colleagues from all over the world who have great expectations for a very memorable games that they will take back home.

So much work is being done before they arrive, and it is great to see how well everything works while they are here.

Helle Bach-Nielsen has participated in three different events at the Grundfos Olympics: handball, running and volleyball.

“I won gold with GDK in handball, and this was a true demonstration of teamwork, fighting spirit and a will to win. We fought and gave everything we had – and we had a great time before, during and after the matches.

Yes, we were tired, but we nevertheless had the energy to dance until the great gala party ended.”

Helle Bach-Nielsen has also participated in a running event – she even raced Niels Due Jensen in the forest. It was a fast and tough run, and you are advised to do some hill training beforehand, she says:

“It is a sport for individuals where you either run for fun or to win.”

**What if...**

Eddy Ewers from Grundfos USA has participated in Grundfos Olympics twice. Here is what he says:

The competitions were exciting and paved the way for new friendships that seemed to be made there and then. I was so LUCKY as to win the individual gold medal in bowling in 1993, and I set the Grundfos Olympics record which I believe is still valid. In 1997, however, I met a very dedicated Scottish gentleman called Dowel Macgregor, and I lost the gold medal by a very small margin. It was exciting to the very end, and as far as I remember, I lost by 2 points.

My most precious memory, however, is probably from the gala dinner in 1997. Everybody had finished eating and had started to dance and have fun, and maybe some of them were having a drink too. I took a moment to myself and went to sit in a seat in the hall. I remember seeing many people from many different cultures, races and religions dancing and having fun. I remember thinking “What if?” I feel very lucky for experiencing this, and it feels like it happened just last night.”

Anybody can sign up for the relay race until shortly before the race starts.
Regional Sales Manager for CBS in Scotland, Northern England and Northern Ireland, Dowel Macgregor participated in the Grundfos Olympics in 1997. When we spoke to him and asked him whether he stayed with a host family, he told us:

“In principle, yes. At least, my clean clothes did! Barry Groves, Trevor Butler, Paul Harrison and the rest of the team were a bad influence – we did not sleep at all for three days, but partied instead – there were too many people to meet from other Grundfos countries. We slept when we got back.”

You won the gold medal in bowling. Did you practice much before the games?

“My interest in bowling started before I joined Grundfos in 1994. To be precise in the Deer Park in Livingston, Scotland. I must also thank my mother who was the West Lothian club champion in the 1990s. I played in the league, both locally and nationally and won many competitions. My most famous victory was in Ireland, where

And, most importantly – you do not have to come first to win.

I managed to win the title as Champion of Champions against players from England, Wales, and Ireland.

I have never succeeded in playing the PERFECT GAME (12 strikes in a row = 300 points), but I have been one strike short many times. My biggest achievement is making 16 strikes in a row by ending one game with eight strikes and beginning the next game with eight, too. I have also made 21 strikes in two games (24 is the highest possible number).”

What do you remember about the rounds and the 1997 final?

“Two things: The rounds with the Irish were fun, but the final was the best. I beat the reigning champion from 1993. His name is Eddy Ewers, he is from the US, and he was pretty sure that he would win again. I think he got a bit upset when I beat him.”

How did your colleagues, friends and family react to your victory?

“I was congratulated from both my colleagues and management when I returned, maybe because I was the only person from GB who won a medal that year. We still talk about when I meet the team members who are still working in Grundfos, and I guess that says it all. Trevor Butler gave me the nick name Golden Balls – but then David Beckham took it from me!”

Where do you keep your medal?

“In my garage along with my other medals, certificates, trophies and, of course, my bowling balls!”

What do you remember in particular?

“It is just like eating peanuts – addictive – and one of the best weekends of my life. I would like to participate again, but other people should get the chance first.

Do you still play bowling?

“Very rarely, but you never lose the ambition to win. Every time I play with my family I get the urge to start playing again, but work takes most of my time. Also, now that I am older and wiser, I have other hobbies, for example growing very hot chilli plants, supporting my beloved football team, Hearts FC, and cooking international dishes for my family and friends.”

What would you say to a colleague who is considering participating at the Grundfos Olympics 2011?

“Don’t give it too much thought – just sign up, keep your fingers crossed, beg the selection committee to let you participate, do it and have fun.

And, most importantly – you do not have to come first to win.”

Top: A toast to victory.
Bottom: Dowel Macgregor on the podium.
Left: Eddy Ewers, who was dethroned.
This is how Albert Wood describes his relationship with his Danish hosts during three Grundfos Olympics, Helle and Jan Mortensen. Jan Mortensen agrees: “The first time we participated we wanted to host English people to be sure that we would be able to talk to them”, he says.

And as it turned out, the chemistry between the hosts and guests was excellent from the very start. Helle and Jan Mortensen met a couple of happy colleagues when they picked up their visitors on a Friday afternoon at the Grundfos Center. Helle and Jan Mortensen’s children spent the night at their friends’ place, and the two visitors got the children’s rooms.

Jan and Helle Mortensen took their visitors home for a chat on the patio before going for a walk in Bjerringbro to show the newcomers the town. They also gave them a key to the house so that hosts and visitors would be more independent of each other.

Outside the competitions, they spent time together at the parties. And the two English guests brought more visitors to the house. Some of their fellow-countrymen who were staying in the surrounding villages preferred to stay in Bjerringbro after the parties, so they would go to Jan and Helle Mortensen’s place, who would then find them mattresses for make-shift beds.

Their house also served as the infirmary after the English team had been playing football. Plaster, bandages and a pillow to rest a hurt leg – that is all part of being a host.

“The English are happy and easygoing and we had a great time”, says Jan Mortensen, who specifically asked to have Albert Wood staying as their visitor during the two subsequent Grundfos Olympics. His colleague no longer works for Grundfos, so other, just as friendly visitors joined him the following years. And Jan and Helle Mortensen are looking forward to receiving new visitors for the next Grundfos Olympics.

A home away from home
Albert Wood says: “Jan and Helle made us feel at home. It was like that all the three times I stayed with them. It was immediately clear that we would have a fantastic weekend.”

To Albert Wood, the first opening ceremony was very special. It was an impressive sight to see all the different nationalities gather to watch the Olympic flame being lit. He was also impressed with the great organisation of food, accommodation and competitions – everything worked like clockwork.

“You have to experience a Grundfos Olympics to really understand what a fantastic event it is”, says Albert Wood. He hopes that he will make it to his fourth Grundfos Olympics.
Grundfos has just launched its first application for mobile telephones. With this app, you’re only a swipe away from your nearest Grundfos dealer.

If you are a workman visiting a customer and you realise that you are missing a specific pump or Grundfos spare part – there is no need to panic if Grundfos’ new app is installed on your phone.

The application can be installed on an iPad or iPhone and, based on the owner’s position, it will provide a complete list of the nearest Grundfos dealer, including company name, address, telephone number, email, web site and even directions to the destination.

The main target group for the app is fitters who work with Grundfos products on a day-to-day basis. Yet, it could be expanded to include project employees working with installations abroad, as – being in a foreign country – the app can make a great difference with its detailed travel guide to the nearest dealer.

“Eighteen per cent of the German installers have an iPhone, and this number is increasing. We must keep up with the developments in this area”, says Kim Klastrup.

The app was launched on 10 September 2010 and is free. So far, the US, Denmark, Germany, Belgium, the Netherlands and Spain are covered by the app, and the plan is to increase coverage to include Grundfos companies and dealers all over the world.

Grundfos has now had its official entry in the YouTube universe, the world’s most viewed film channel.

Visit www.youtube.com/grundfos to see the first videos about our company.

Grundfos’ Corporate Web Department is behind the design of the site, while Group Communication is in charge of the content.

“The site has now been launched, and we are focused on expanding it continuously. I would really like everybody who has video stories about Grundfos to contact me. We need to collect our stories in one place, as this will make us even stronger when telling our story to the world around us”, says Dan Prangsgaard, Group Communication.

Send an email to DPR or a text message to +45 30 33 75 09 regarding video stories for www.youtube.com/grundfos.
“Frequently, the best and most inexpensive ideas will come from employees, and therefore we give them the opportunity to develop their ideas in so-called playgrounds. This means that they will be allocated time and money to work on an idea. Now, many of these ideas have been developed into products”, says Henrik Ørskov Pedersen, Functional Manager, Group R&D.

Our employees come up with an abundance of good ideas. Five or six years ago, we began to focus on exploiting these ideas, and now concrete results have materialised. In order to be admitted to the playground, an employee with a good idea will be asked to send me a brief e-mail describing it. If I also think it is a good idea, I will allocate time and money to allow the employee to further develop the concept. It is highly motivating for the employees to get to work on their own ideas here and now. This creates tangible results – relatively inexpensively”, says Henrik Ørskov Pedersen.

Global professional networks
When R&D in Bjerringbro develops new technologies, they work together with employees in e.g. China and the US. Global professional networks ensure access to the best competences and the dissemination of knowledge from the mature organisation in Denmark to the less mature ones in the US and China.

"Basically, these communities are driven by the employees’ own needs and interests. We have, however, decided on structures with one manager per community. They operate via the Internet on Grundfos wikis. Thus, a
manager within pump design, for example, can encourage discussions within this field, and professionals can ask for assistance in connection with a problem or share knowledge about a certain topic”, Henrik Ørskov Pedersen explains.

To make this work, everybody in the global R&D units applies the same set of tools and programmes, and everybody will receive training in their use. As confidential technological information is being shared, not all wikis are open for participation. Most are, however, and here everybody can contribute.

“We have found that cooperation via wikis works best when the employees have already met face to face. This is why, here in Bjerringbro, we regularly have an average of five to eight colleagues from abroad working on a project together with their Danish colleagues”, says Henrik Ørskov Pedersen. 

*We have found that cooperation via wikis works best when the employees have already met face to face.*
World-class pump
IN THE PIPELINE

In June, four global talents from Denmark, the US, Korea and China collaborated with the Korean factory KJI in order to develop a new generation of propeller pumps.

By Jens Steffensen
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The global market for pump propellers is a highly profitable one, and Grundfos would like to get a share of it.

For this reason, Grundfos and KJI summoned four Grundfos talents who, in collaboration with the Korean factory, were given the assignment of pushing the development of the factory’s current pumps.

“This project is intended to develop a new generation of pumps. We realise that our current pumps are not of world-class quality, which they must be and ought to be. This means that we are not competitive enough”, says Liaison Manager Allan Jessen.

Korean project

The project was and is a Korean one, as, in the words of Allan Jessen, they are the ones who have the technology and the production potential. KJI and Grundfos issued a joint invitation to the global talents for two reasons:

“Firstly, you break down your habitual thinking by involving people from the outside who have a different view on things. Secondly, it was important for KJI to establish a closer contact with Grundfos and to realise that Grundfos has a lot of useful resources to offer”, says Allan Jessen.

The purpose of the review meeting is for KJI and Grundfos to jointly develop a pump which can compete with the best pumps that are presently in the market – in terms of quality, functionality and price. And, as Allan Jessen puts it: “Our pumps should be even better than those of our competitors”.

Prototype

The meeting included a thorough review of the prototype of the so-called KPL pump manufactured by KJI. A minor change to the motor has increased its performance by as much as 10 percentage points.

Pump performance and the physical dimensions are important as the pump is installed inside the pipe from which the water is to be pumped. So if you place a motor with a large diameter inside the pipe that the water needs to come out of, you put a plug into the pipe.

“The plug has to be as small as possible, and this is the optimisation that has now been made. The next project will include hydraulics that will improve performance even more, and then our competitiveness will improve”, says Allan Jessen.

A global market

At present, Grundfos has a 3 per cent share of the global market for pump propellers, corresponding to earnings of approx. 15 million dollars per year.

“Our vision is for Grundfos to have a 15 per cent share of the world market in 2020”, says Allan Jessen.

An increase of 13 percentage points over a 10-year period is a large increase, but according to Allan Jessen it makes sense to aim high.

“This is a way of pushing ourselves. We may not quite make it, but if you aim high, I believe that the motivation will add to the project in a very important way”, he says.

The global propeller pump market

• Global turnover of 500,000 million dollars.
• In 2020, the turnover is expected to reach 700,000 million dollars.
• Used for flood control, wastewater plants, raw water intake, fish farms, etc.
• Large pumps that are required to move lots of water in a short time.
How did you experience the entire process (before, during and after the review meeting)?
In the beginning, I was very excited at the thought of working with other global talents, and I thought about how I could use my qualifications to contribute to the project. The process showed me how an international workshop can be organised and how you can produce a relevant product from A to Z.

What is the most important thing you have learned from the review meeting?
The experience of working with an international project and the experience that, following in-depth and thorough discussion and collaboration across qualifications, it is possible to achieve a professional result such as ours. This is something that I will definitely use in future international collaboration projects.

STEVE MARSHALL: Grundfos CBS Inc. Quality and Continuous Improvement Manager, US

Which personal qualifications were you able to contribute at the review meeting at KJI?
I was able to advise on production layout, production documentation, financial matters and ideas regarding Lean manufacturing concepts (Grundfos Shop Floor Excellence).

How did you experience the entire process (before, during and after the review meeting)?
The entire process was very positive seen from a number of different angles. In terms of culture, we were given a warm welcome. People were friendly and nice and there was plenty of opportunity to network. From a business perspective, I experienced a willingness to share company information. People were open and responsive to feedback from other workshop participants. Also, all participants were dedicated, focused and keen to make the workshop a success.

What is the most important thing you have learned from the review meeting?
From a pure learning perspective it is the understanding of the value of Grundfos being a global company. Although we use different business processes and come from different cultures, we are all inspired to stand together and work towards a common Grundfos goal – namely to make the world’s best pump solutions. We may come from different ethnic backgrounds, but it is the Grundfos culture that is in focus! This was a very positive experience.

HYUN WOOK SHIN: Factory Operation and Logistics Manager, Korea

Which personal qualifications were you able to contribute at the review meeting at KJI?
I have been working at Grundfos Korea (GPK) for approx. 10 years. Here, I am responsible for segmentation, marketing and sales, and therefore, my primary qualifications are in connection with the entire sales process.

LOUISE PASGAARD: Logistics Engineer, Grundfos Denmark

Which personal qualifications were you able to contribute at the review meeting at KJI?
I work in the Logistics Department at the CR factory in Denmark and collaborate with “sister” factories all over the world. My experience with the global flow production contributed to monitor the production at KJI.

How did you experience the entire process (before, during and after the review meeting)?
I was invited relatively late, so I did not have much time to prepare. However, being a global talent, I believe that you are required to be able to observe different scenarios, factories and production methods without much preparation and be ready to provide valuable input based on your immediate observations. The workshop was very well planned and inspiring, and we reached some good conclusions which can be further developed. The entire process was dynamic and motivating and was characterised by the fact that many different specialists were involved in the process.

What is the most important thing you have learned from the review meeting?
To try to think outside the box. When you are given a blank piece of paper and there are no restrictions – combined with a will to change – it is impossible to tell what the result will be like, and I believe that even well-established Grundfos factories can benefit from a review meeting like this where you think outside the box. This is the message that I will take with me to the CR factory in Denmark.

XIAO PENG WANG: Project Manager, R&D China

Which personal qualifications were you able to contribute at the review meeting at KJI?
I have been working at R&D China for approx. four years. I started as a Hydraulics Engineer, but since 2008, I have been working as a Project Manager engaged in DP processes. This means that I know how to develop a new product according to Grundfos standards.

How did you experience the entire process (before, during and after the review meeting)?
I think the entire process went well. I had plenty of time to prepare, and this made for some really fruitful discussions with the other participants at the meeting.

What is the most important thing you have learned from the review meeting?
It is a really good idea to use global talents in a workshop like this. Actually, I am considering inviting global talents to R&D China in connection with a similar project.
“I was born into Grundfos and born with Grundfos. I will have to be carried away from Grundfos. That is the way it is.”

67-year-old Niels Due Jensen joined a unique club when, on 26 August 2010, he celebrated his 50th anniversary with Grundfos.

“My 50 years with Grundfos have been a long, interesting and adventurous journey which has been a great part of my life. However, it has also been a strenuous journey, literally, with many business trips as I and others were building the Group and the numerous subsidiaries around the world”, says Niels Due Jensen.

“My journey did not begin when I started my apprenticeship at Grundfos. Actually, I have been part of the company since Grundfos was established in 1945. I was two years old, and I lived for 15 years with Grundfos being a part of my life before I started as an apprentice at Grundfos. I was closely connected to Grundfos during my childhood and adolescence, and, as a boy, I was very interested in my father’s entrepreneurial activities in Bjerringbro. These activities took many forms, and, together with my siblings, I witnessed my father at close range, being the entrepreneur and the busy man, and I saw customers, employees, bank staff and suppliers in our home”, says Niels Due Jensen. He continues:

“As a young boy I was very concerned about the development of my father’s business, and sometimes I worried about whether the order influx was sufficient.

This was particularly so during the winter months when Grundfos had to lay off people. Often, sometimes every day, I would go to the bookkeeper and ask him whether any orders had come in. If extra orders were received, Mr. Nielsen, the wise bookkeeper, would keep a few of them in his drawer for later in the week, when perhaps no orders would come in – and then he would have something that would keep the manufacturer, my father, in a
good mood”, Niels Due Jensen says.

Niels Due Jensen got a lower secondary school leaving certificate from Bjerringbro Lower Secondary School. In his own words, he had to work hard for it. After that, it was time for him to join the family business, and at the age of 16, he was employed as an apprentice at Grundfos.

Did your father set the course of your life?

“No, that was my own decision entirely. I started training as a machinist on the same terms as all the other apprentices that were employed at Grundfos. I did what I had to do at the technical school taking filing courses, working in the production and the tool department. I got a good skilled worker’s certificate and passed the test for completing my apprenticeship. I was both proud and happy about that, and I was especially pleased with the fact that my father insisted that I should begin from scratch and do the whole thing. I grew up with blacksmiths, so I enjoyed working with steel and smelling the oil and cotton waste, and I approached the engineering trade with great happiness and enthusiasm. Now, 50 years later, I would like to say that I have never regretted getting the skilled worker’s certificate and doing a craftsman training. I actually use the things I learned then in my own home – I get the tools out and fix things that you would otherwise need a smith to fix”, Niels Due Jensen says.

When you started your apprenticeship – were you just Niels, or where you the boss’ son?

“Well, I was Niels, and yes, I was the son, too. Everybody knew that. But, during my apprenticeship, I was given no special treatment because of it. I was happy about that. I believe that was the only way to go. I could not use any shortcuts, and should not use any shortcuts and never had things served on a silver plate. Today, this is not the way to go, and it was not the way to go back then if you were the manufacturer’s son. There is no future in that”, Niels Due Jensen says.

How many hours do you work – and how many days do you travel?

“Today, I am no longer part of the day-to-day management and have not been for eight years, and there is not much travelling involved with being Group Chairman. It’s probably around 30 days a year. When I travelled the most, it was 70-80 days a year. I spend much time in my office here at Ormstrup, and I often go to Grundfos, where I am working with research, technological development and new business areas. I am still involved in those areas, on a day-to-day basis. There is no clear division between work and leisure time for me, and there never has been. I am not very good at making that distinction. Although I might seem not to be working, I

There is no doubt that my family means a lot to me, but I would say that Grundfos, too, means a lot to me. These two things have created a unique balance in my life and have given me the fantastic life that I can look back at on my 50th anniversary.
cannot help but think about something Grundfos-related. I do that at night, too, if I cannot fall asleep. So yes, I work for many hours, but I also relax sometimes too. I cannot really tell you whether I work for 40 or 50 hours a week. It is more than that, but it suits me.

Grundfos is my life. I was born into Grundfos and born with Grundfos. I will have to be carried away from Grundfos. That is the way it is.”

What does your family mean to you?
"It means a lot. I have been married to Minna – let me just count... We got married on 16 April 1966 on the Danish Queen's birthday – that makes it 44 years, and I still love Minna. We have two lovely children and five grandchildren. My family has supported me in my great work with Grundfos, and Minna has been a fantastic companion on my long journey with Grundfos.

There is no doubt that my family means a lot to me, but I would say that Grundfos, too, means a lot to me. These two things have created a unique balance in my life and have given me the fantastic life that I can look back at on my 50th anniversary.

Could you imagine living a life as a pensioner without Grundfos?
"No, I cannot. And I hope and believe that I will never have to.

Of course, as I grow older, I must make more and more room for younger people at Grundfos, and I should begin to work at the foundation level, i.e. The Poul Due Jensen Foundation, to ensure that Grundfos will continue to develop according to the founder’s wishes. As regards the set of values that Grundfos builds on, I still believe that there is an important job for me to do.

Sometimes I worry whether we can maintain the values that the company stands for and which were its great strength when the company was smaller. The coming years will be challenging and will show whether we at Grundfos can maintain our culture, our set of key values and our ability to commit our employees and create the loyalty that has been so decisive for the development of the entire Grundfos Group.

Grundfos has not been built by an individual person – and not by me, either. I have had the pleasure, and the trouble, of being at the helm for many years. But I would not have come far if it had not been for the large number of fantastic employees, managers and workers in the production, who have shown such immense loyalty and commitment. I hope that, in the coming years too, we will succeed in maintaining and building our company, even with a growing number of new employees on a global level. I also hope that we will have a close-knit
group of managers with many years of experience who see it as part of their main job to maintain the culture and a set of ways of how to do things at Grundfos. And that we assume this responsibility and pass our knowledge on to the new employees. If not, it is not possible to maintain a culture in a company.”

What else do you do?
“Today, many of my activities are outside Grundfos. I have quite a few positions of trust and directorships, and I am actively involved in association activities. So I am keeping busy, and I think that I spend a third of my working day on things that have nothing to do with Grundfos. It will probably be even more as time goes by.”

In your opinion, where will Grundfos be in 50 years?
“Today, Grundfos is the world’s largest pump business, but we have less than 10 per cent of the market for pumps. Much work remains to be done, also within the pump business. In addition to that, there is a lot of work to be done as regards developing different types of water purification solutions. They are much needed. We see that every day. Many places have lots of water, but the water is undrinkable. So water purification and pumps will remain a key area of activity for Grundfos for many years to come.

What is important to me is not for Grundfos to become a great big Group, but primarily to remain an independent Group, and that people say that it is good to work at and for Grundfos. That the employees are proud of the work they do and are loyal to the company, and that we as a company will continue to make a great difference to people all over the world with products like pumps and water purification solutions. That is the most important thing.

There is a great need for us to act more responsibly than we have done in relation to the environment and climate over the next 25-50 years. To be honest, our generation has made a very mediocre effort in relation to improving the environment. On the contrary – we have damaged the environment in numerous ways as a result of thoughtlessness and, to some extent, cynicism.

This makes me a man who, today, is working to promote more sustainable business development. I will stay at the forefront to ensure that Grundfos takes a leading role within this area and quite simply becomes more sustainable in everything that we do.”
Management by heart – and brain

By Dan Prangsgaard
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Management can take many different forms, and Danish Jens Moberg approaches management in a rather remarkable way. He is working according to a principle he calls humanistic top performance, and, judging from his impressive CV, he must be doing something right. He is also the most recent member of the Grundfos Board of Directors.

“My contribution to sparring will be innovation, creativity and dialogue,” Jens Moberg approaches this challenge.

“Where does it come from? Well, in primary school when my teacher asked us what we wanted to do when we grew up, we all wanted to be firemen, doctors, professional football players and things like that. Nobody dreams about ending up in the town square drinking beer

And humanism works, although it is almost a foreign word within management.

“The Directors’ role is to help management engage in new thinking, identify new opportunities, and sometimes, we may need to put the brakes on. Basically, the role of the Board of Directors is a role of control, but I also think that it is important to act as a coach and help develop the company”, says Jens Moberg.

He looks forward to collaborating with the Grundfos management.

“I consider it very important to function as a sparring partner or coach for management. Being a manager can be lonely, and I am ready to contribute – for example by saying thank you for the effort made. We must remember that Grundfos is a great company with many highly skilled employees”, Jens Moberg explains.

It goes without saying that his competences include more than listening and saying thank you, and he looks forward to help developing Grundfos, and ensuring that it will continue to be a company that is a good place for all.

“My contribution to sparring will be innovation, creativity and dialogue, and I look forward to learning much from Grundfos. I would like to be an active team player who respects that day-to-day management is in charge of precisely that”, he stresses.

Humanism and capitalism go hand in hand

“To me, humanistic top performance is a key management concept. I have a basic belief that all people are born with a desire to do their very best and want to create something in collaboration with other people”, says Jens Moberg.

Does that mean that if you want something enough, then you will succeed?

“It happens a lot more often than many people expect. As a manager I try to identify the very best characteristics of my employees, nurture them and treat the employees with confidence and respect. This is the humanistic part. Top performance comes into the picture because I expect the employees to always deliver a top performance. I support my employees, show them trust and bring out their strong points, and then I expect them to do their very best. Every time”, says Jens Moberg.

Looking at the bottom lines that Jens Moberg has previously delivered, it is evident that the humanistic approach does not affect efficiency. On the contrary.

“It is possible to unite humanism and capitalism within management. The employees give the company the most precious thing they have – their time. And they deserve respect for that. I show respect by trusting my employees, for example. I trust that they are able to make the right decisions whenever necessary. And I trust that they want to do their best”, Jens Moberg explains.

In reality, he is doing nothing more than profit-maximising the resource called employees. The more trust he shows in the employees, the harder they will work and the more commitment they will show in order to meet the objectives set by him, the manager.

Nobody wants to sit in the town square drinking beer

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But where does it come from? And how did he get such a deep-rooted trust of the good in people?

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But where does it come from? And how did he get such a deep-rooted trust of the good in people?

“Where does it come from? Well, in primary school when my teacher asked us what we wanted to do when we grew up, we all wanted to be firemen, doctors, professional football players and things like that. Nobody dreams about ending up in the town square
drinking beer. I believe that human beings have been coded to want to do their best”, Jens Moberg says.

What did he dream about being when he was a boy?

“I wanted to be an architect. I did — and still do — enjoy building things with Lego bricks, and drawing has always been a favourite hobby of mine. After that, I wanted to be a vet, until I did work experience at my uncle’s practice in Jutland, and one day, at 5 o’clock in the morning, I found myself looking at a cow’s stomach on a white grid. There and then, I stopped dreaming about becoming a vet”, Jens Moberg says with a smile. He rounds off telling about the dream of his youth:

“In high school I dreamed about becoming a general and living a free life with action, adventure, and lots of exercise and hours spent out in the open.”

These days, Jens Moberg is ready to take on new challenges, but for the time being, he will be a Grundfos Board Member and perform a number of directorships and positions of trust.
Energy optimisation with positive side effects

Water recovery is not only about optimum utilisation of existing resources – it is also about optimum utilisation of the resources used in the recovery process.

Denmark will be able to reduce its annual CO₂ emissions by 11,000 tons only by focusing on the amount of energy used to pump up groundwater.

Being one of the world’s leading pump producers, Grundfos possesses extensive know-how within this area. And Grundfos is now sharing this know-how with several waterworks projects. So far, the projects are concentrated in Denmark and Poland where a total of five pilot projects have been conducted and where Grundfos supplied know-how, technical assistance and products in an effort to devise a more efficient and environmentally friendly approach to water recovery.

“Grundfos presented us with a number of areas where optimisation...
will allow us to save a considerable amount of energy. We now have a new tool that will be very helpful to us in the future”, says Karina Filtenborg, works manager of Haderslev Municipality Waterworks, who are responsible for, among others, Vojens Waterworks, where one of Grundfos’ five pilot projects is conducted.

Revealing over-dimensioned pumps
In addition to these five pilot projects, Grundfos has been part of a project conducted in conjunction with DHI, Alectia and Birkerød Waterworks. Like the other pilot projects, this project focused on optimised performance in source fields.

“We have discovered that some of our pumps are not optimum for the workload. Some are over-dimensioned and thus use far more energy than necessary, while others are simply too old – and that also requires more energy”, says Henning Saabøll, Manager of Birkerød Waterworks.

All boreholes connected to the individual waterworks are examined before Grundfos makes any recommendations. The examination includes groundwater conditions in the boreholes, current pump performance and the distribution system used to pump the water to the waterworks. All these aspects are of great significance to the amount of energy used for recovery.

The result of the examination determines whether some pumps need to be replaced by smaller and/or more energy-efficient models and how the individual boreholes may be used most expediently. Boreholes that supply water from the lowest-lying groundwater reserves are the ones that require the most energy during recovery, and advantages will present themselves when identifying the best recovery combination.

Reduces risk of pollution
More intelligent utilisation of the groundwater reserves will not only have an effect on energy optimisation. The derived effects are significant too, as they considerably reduce the risk of pollution. And as water is a scarce resource, this ability is of great importance.

“We discovered that the pumps we use in several places were much bigger than necessary. Replacing them with smaller pumps reduces the risk of pumping too hard, and thus also reduces the risk of polluted water from higher layers seeping into the clean groundwater, thereby destroying it”, says Henning Saabøll.

The results from the projects in Birkerød, for example, can be applied in a large number of other waterworks. In principle, the same improvements may be used in all recovery places where groundwater reservoirs are the primary source of drinking water.

In Europe, almost two thirds of all drinking water comes from groundwater boreholes, and based on the results found in Denmark, optimised performance at a European level would reduce CO₂ emissions considerably – and the precious water resources would be utilised more intelligently at the same time.

“With this project we are now in a better position to develop strategies for the individual borehole.

Facts:
So far, optimisation of well fields has not been introduced globally. Five pilot projects have been conducted – three in Denmark and two in Poland. The results suggest that in most places (where recovery is based on groundwater resources) it will be possible to make considerable energy savings and thereby achieve environmental advantages.

One project in Poland turned out to offer potential energy savings of 60 per cent.
THE VILLAIN that became A HERO

For many years, CO₂ has been proclaimed the ultimate environmental villain. Now, the trend is changing, and this greenhouse gas is becoming the preferred cooling agents in supermarkets.

Grundfos would like to support this trend, which is one of the reasons for the development of the first pump that is optimised for CO₂ cooling. The pump is called an RC (refrigerant circulator), and it was introduced to the market in June this year.

If you choose to install Grundfos RC pumps in your cooling system it is possible to reduce the emission of greenhouse gases even more due to the pump’s technologically high standard and energy-efficiency.

Traditionally, synthetic cooling agents have been used, which – in case of system leaks – will influence the greenhouse effect greatly. The environmental impact is considerably reduced if these cooling agents are replaced by CO₂, which is a natural greenhouse gas and an excellent cooling agent.

Great marketing opportunities
The Grundfos RC pumps will be entering a market that has great developmental potential. Especially for supermarkets as they have been working towards using CO₂ as a cooling agent, and it is in this area, in particular, that Grundfos sees the biggest potential.

"Several large supermarket chains have made a commitment to reduce their CO₂ footprint, and great results can be made by changing from synthetic cooling agents to CO₂.

Our pumps use less energy than those produced by our competitors, and this opens up a very interesting perspective”, says Product Manager Bjarne Dindler Rasmussen, one of the central figures behind the RC pumps.

This is why:
– Grundfos’ pumps are more energy-efficient than the competitors’: Grundfos’ RC pumps have been specifically produced to transport CO₂, while the competitors’ pumps are most often produced to transport other media. As a result, the pumps are often over-dimensioned for their purpose and use far more energy than is necessary. The RC pumps work with a low inflow height, and that makes it possible to make the plants smaller and lower. In general, many of the pumps used in cooling plants are old and less energy-efficient.

– there is a great potential for savings when using CO₂ as a cooling agent: CO₂ is a natural gas which is far less damaging to the environment (greenhouse effect) than synthetic cooling agents. CO₂ is a great cooling agent and the application could lead to lower energy consumption in cooling plants. Compared with the synthetic cooling agent, the price of CO₂ is very low. CO₂ is not the only alternative to synthetic cooling agents – ammonia is another natural greenhouse gas that could be used. The gas is primarily used in industrial cooling plants. The RC pumps can handle ammonia too.

– supermarkets, in particular, are interested in cooling by means of CO₂: Over the past few years, a growing number of supermarket chains have pledged to reduce their CO₂ footprint. One of the world’s big supermarket chains, Walmart, has thus pledged to reduce its greenhouse gas emissions by 20 million tons per year. Cooling is the area in which environment-enhancing effects could be readily achieved.

– this market is attractive to Grundfos: The market for CO₂ cooling is still in its initial development phase. This means that it is possible to become a supplier to one or more large customers which could lead to large-scale sales agreements. Also, several countries are creating restrictions on the use of synthetic cooling agents – and these guidelines are likely to be tightened further in the future.
RC pumps:
The RC pump is a multistage centrifugal pump. The pump has been designed and optimised for use with CO₂. The RC pump has a number of unique characteristics, including:
- Low energy consumption due to high energy-efficiency and the elimination of the need for loss-giving protection devices.
- Adjustable speed due to an external frequency converter.
- Compact and light-weight stainless steel design, which allows for easy integration in cooling systems and easy installation procedure.
- Casing with only one load-bearing joint. Therefore it is ready for future requirements to achieve even higher system pressure (up to 100 bars).
- The pump can be welded into pipe systems (reduces the risk of leaks).
- The pumps will be released for sale first in Europe, and later on in the US.

Bjarne Dindler Rasmussen: “Several large supermarket chains have made a commitment to reduce their CO₂ footprint.”
New web site strengthens communication – and the business!

The new Grundfos web site is in the pipeline and is expected to be presented in the form of a new international web site (grundfos.com) in the fourth quarter of 2010. This marks an important milestone in – but not the end of – major activities.

“We are always in Beta!”

These are the words that Jacob Fibiger uses to describe the work that lies ahead with Grundfos’ new web presence – grundfos.com – which will be launched in the fourth quarter of this year, and which will be rolled out, step by step, globally over the course of 2011. And “you can’t rest on your laurels”, as he puts it, when working with such a rapidly developing media platform as the Internet.

Therefore, the new web presence will be treated as a beta version throughout the development period – that is, a version that is under constant development.

“We must be constantly aware that things can change and that we may have made some wrong decisions in relation to the users’ real needs. We can measure everything and can constantly make adjustments and improvements based on these measurements. It is about continuously learning in order to improve”, says Jacob Fibiger about the time that has elapsed since the launch.

Must be an active tool in customer contact

The new web presence has been under way for some time now. This is because many things must be considered in this project – not least interaction between information technology and the business. The new web presence needs to be more than a media that performs one-way communication – it
must be an active tool in Grundfos’ sales and marketing activities.

“So far, our web presence has mainly been used to provide a number of unknown users with information. We want to move towards two-way communication that will allow us to get to know our users, thus targeting information to the individual user – while still having the opportunity to offer general information as has been the case so far. This is something that will be given even greater focus in future”, says Jacob Fibiger.

The Extranet, which customers and partners can log on to and conduct business with Grundfos round the clock, has come into focus too. Work is being done to prepare new marketing material, for example, and continuous training is offered in the form of an “eDay” in the individual companies. It is hoped that continued efforts and the sharing of best practice will push sales via the Extranet. In some companies, these sales actually account for 80-90 per cent of total sales!

More intuitive user interface
The numerous Grundfos employees who are updating and editing the local and global Grundfos sites will find that the new technical web platform has been considerably improved.

“It has been important to us to make the new web platform much more user-friendly. We have designed a user interface that is much more user-friendly than the one we have been using to date. And I think I can promise that it will be a different and positive experience for Grundfos employees to work with the new system”, says Jacob Fibiger.

One of the greatest changes to the user interface is that it will be much more intuitive. For example, in future, fewer steps are required in order to create news on the site as several steps in the existing procedure can be skipped.

This will lead to a much more fluent and speedy procedure for the numerous Grundfos employees who will be in touch with the new platform as part of their work with the external web sites and, in time, hopefully on our Intranet, Insite, too.

Four things to remember:
• New, more intuitive and modern design and a new and a more user-friendly technical web platform.
• Focus on continuous learning, adjusting and improving via measurements.
• First step in going from one-way communication to one-way and two-way communication.
• Success within this area is best achieved via consistent and constructive cooperation between the business and IT.

Continuous improvements
In addition to the many new technical improvements that will be made accessible with the introduction of the new international site, a new graphical expression and a new architecture will be launched. The new architecture has been tested by users globally and has a new graphical identity which is a modern interpretation of the Group identity. Along with the new technical improvements, these will be the first visible changes – but hopefully, not the last ones.

“We constantly keep an eye on a number of other media, for example the mobile and social media. These areas undergo rapid development, and there is no doubt that these areas offer great, untapped potential. Having said that, it was important for me to first get all the basics right, especially the technical platform. And this will be possible with the new web platform thanks to a great effort made by the in-house employees who have worked hard to make everything slot into place. I am convinced that this will give Grundfos a sound foundation for working and experimenting with web solutions in the future”, says Jacob Fibiger.

We must be constantly aware that things can change.

Jacob Fibiger says: “The new technical platform offers many improvements.”
Grundfos Poland and Korea – success on the Internet

The Grundfos Extranet was introduced in 2003 and since then it has been rolled out to most Grundfos sales companies. In the meantime, doing business on the Internet has become mainstream.

Often, local market conditions, culture and business practices determine the success and use of the Grundfos Extranet in a sales company. Grundfos Poland and Grundfos Korea have succeeded in making the most of the Grundfos Extranet with turnover rates of more than 86 and 93 per cent!

Even though the two sales companies come from very different geographical areas and cultures, they have used a surprisingly similar approach: Management focus and prioritisation.

Grundfos Poland introduced its Extranet in 2005. At that time, the company still used Scala, not SAP, as their business system. However, General Manager Maurice Ratajczyk was convinced of the benefits involved in using a high degree of automation in the sales process, not only from an efficiency point of view, but also in order to create more marketing and sales opportunities. That is why he and his management team maintained a constant and high focus on the Extranet in Poland and continued to be involved in the Extranet activities.

Easy and quick
The sales staff introduced the customers to the Extranet and took care of the initial training. The results were impressive: Extranet turnover made up 86 per cent, and the figure was constantly growing.

Initially, GPL used different marketing and sales incentives to promote the Extranet among customers but it is no longer necessary to offer additional discounts, as the easiest way to do business with Grundfos Poland is simply to use the Extranet. In addition, GPL has managed to reduce the order entry staff from eight persons in the pre-Extranet days to three at present, who take care of all the order entry and Extranet maintenance. The other employees have been transferred to proactive sales and other internal assignments.

Successful cooperation between departments
In Korea, General Manager Kang Ho Lee also immediately saw the advantages of the Grundfos Extranet and he, too, was able to convince his customer base, which covers 75 dealers and wholesalers, to start using the Extranet. We minimise the risk of input errors, and this gives us more time to ensure that orders, deliveries and large-scale projects are completed with success.

According to Kang Ho Lee, the main reasons for the Extranet success in Korea are the advanced Internet infrastructure in Korea as well as the successful training of his customers. He also mentions the good cooperation with the Group Extranet team, the successful implementation of SAP in November 2008, and the continuous support offered by relevant teams to customers in relation to the Extranet.

It would be difficult to reach a 100 per cent turnover rate with the Extranet, but Grundfos Poland and Grundfos Korea have shown that, with the right attitude, you can go a long way!

By Dan Prangsgaard dprangsgaard@grundfos.com

We minimise the risk of input errors, and this gives us more time to ensure that orders, deliveries and large-scale projects are completed with success.
Dear colleague,

We have made it through the first six months after the global financial crisis. We have done well and are back on track. As we said after 2009, it was important for us to adapt our organisation to the new times and guard ourselves against sudden declines in the global economy. We succeeded by working hard and by making clear priorities. Now, we can see that what we did and what we will do is really important. The first six months of 2020 show that we have our business and the financial situation under control. Turnover is once again reasonable and earnings are satisfactory. The wheels are once again rolling all over the world, and our customers are once again experiencing greater activity and want to buy our products. However, the crisis is not over yet, and we have to prepare ourselves for a situation where this modest growth can once again come to an abrupt halt. I am not saying that it will happen, but we must be strong in order to be able to tackle such a situation, should it occur again. But we will stand firm and strong – and we have great ambitions for the future.

At the most recent GMM, I presented a revised strategy covering five firm and strong – and we have great ambitions for the future. This ability has been clearly proven by a company and a person who have both served Grundfos for 50 years. Our German company has been a strong and hard-working driving force for our growth in sales and market share in Europe. Naturally, this is the theme in this issue of Gm magazine. And finally, we want to have the best talents and employ-...
Dedication and team spirit, a great deal of muscular strength and great talent on the lake made all the difference when the Grundfos Group Managers engaged in a friendly, but ruthless competition on the Silkeborg Lakes in the heart of Denmark.

The dragon boat race took place against the backdrop of one of the highest points in Denmark, Himmelbjerget (“Sky Mountain”). The “mountain” rises a staggering 147 metres towards the sky, yet it is not the highest point in Denmark. Møllehøj, which stands 170.86 metres above sea level holds this record.

Eight teams put their oars in the water and made the 20-man dragon boats speed through the water.

The sweet victory went to the team from the NAMREG region (North America), while Team Danish Dynamite fought hard and came in second.

Strong upper arms, steady oar stokes and great teams