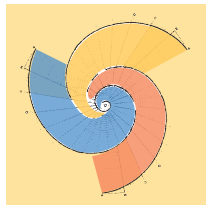


# Grundfos Pumps Corporation Bjerringbro, Denmark

## Filling the Innovation Pipeline with Breakthrough Ideas



**G**rundfos is the world's largest manufacturer of water pumps. Only nature moves more water than Grundfos. Recognizing that their past success does not a guaran-

tee their future performance, Grundfos has formed a Rapid Innovation Team and asked Collective Invention to help them discover viable business opportunities for the year 2020.

Working with both US and Denmark executives, a team of 12 US-based water experts were recruited from industry, academia, consulting and non-profit sectors for a 2-day ideation session. Joined by eight members of the Grundfos team from Denmark and the US, they were charged with generating at least a dozen viable new business opportunity concepts.

Collective Invention was responsible for every element of the innovation workshop. This included designing the process, selecting the venues, facilitating the sessions and working with the Grundfos team to evaluate the outcomes and organize the results. When the workshop was finished, the Grundfos innovation team boarded the flight back to Denmark with 38 viable new business opportunities in their suitcases.

The brainstorming team was assembled from US water experts in industry, academia, consulting and non-profits, combined with eight people from the Grundfos innovation team all led by Collective Invention facilitators.

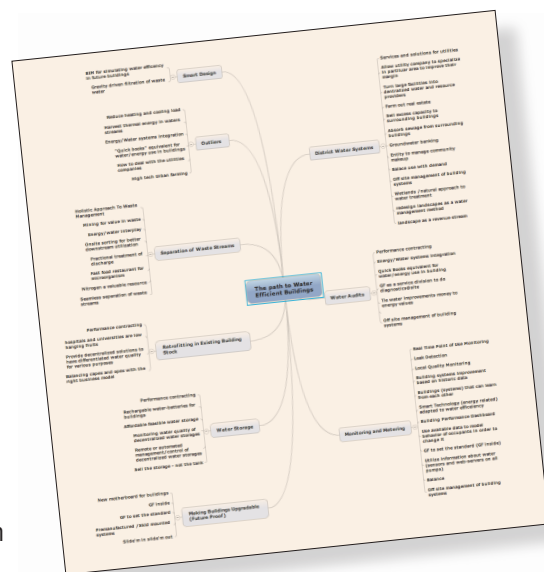


When it comes to innovating around complex technical issues we enjoy working with deeply knowledgeable experts. We often say, "The answer is in the room." Using a specific process of divergent and convergent cycles, we generate new break-

through ideas, building on them and exploring more, before applying analysis or judgement. In this way, we strive first for quantity then for quality. As scientist Linus Pauling said, "The way to have a good idea is to have lots of ideas."

The art and science of generating breakthrough ideas is a combination of a disciplined process focused on clearly defined outcomes driven by strong facilitation. In the case of Grundfos, we designed a four-stage process of first understanding the issues and trends around water in the year 2025, then understanding the complexities of specific

applications. On day one, working in small then large teams, participants generated over 300 business ideas, which we aggregated into nine basic themes. On day two teams analyzed these results ultimately converging down to over three dozen viable new business opportunities that Grundfos has fed into their business planning processes. They will fund six to eight prototype experiments and plan to ultimately launch two to three new business lines in the next five years.



Hoping for a dozen new business opportunity concepts, Grundfos left with 38 of them depicted in this mindmap.



To make the future date of 2020 more tangible, the Collective Invention team mocked up—overnight—magazines from the future with themes derived from Day One of the workshop.

