

GRUNDFOS

CASEBESKRIVELSE

OVERVIEW

Company	Grundfos
Case title	Safe Water market research and go-to-market strategy
Location of case	Bjerringbro – Grundfos head quarters
Contact person	Pia Yasuko Rask, Director of Safe Water

COMPANY PROFILE

Grundfos Group is a global leader in advanced pump solutions and a trendsetter in water technology. The company makes products and solutions that help customers conserve water and energy, reducing climate impact and saving money. As a clearly value driven company, Grundfos' purpose is to pioneer solutions to the world's water and climate challenges and improve quality of life for people.

Grundfos was founded in 1945 in Bjerringbro, Denmark. The company expanded from producing 500 pumps in 1947 to 50,000 in 1959 and has since become one of the world's leading providers of pump solutions with annual production standing at more than 17 million units.

Already in 1982, Grundfos produced the first pump system powered by solar power and in 2009 started to offer Lifelink solar-driven water solutions to enable reliable access to safe, affordable water in the low-income communities of developing countries. Lifelink solutions have won the United Nations Momentum for Change Lighthouse Award for their efforts to improve living standards for people in some of the world's most disadvantaged communities.

You can learn more about Lifelink here: <https://youtu.be/ZNdz4V26OGE>

CASE DESCRIPTION

Market research and go-to-market strategy – help Grundfos provide safe water in emerging economies in commercially viable models that maximize positive social impact through safe water.

Almost 800m people lack even basic drinking water access and billions still lack access to safely managed drinking water. With partners, Grundfos has an ambition to reach 10m people with no/low water service annually with basic water access – in commercially viable models.



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The case is divided into two stages:

1) Understand the tender market in emerging economies

The first phase of the project focuses on market research in the area of open tenders in emerging economies, with a specific focus on safe water and sustainable water systems. The work demands strong research and analytical skills; with historical data and reports forming an evidence base to identify and understand social impact, key market players, geographical markets, as well as the ability to spot trends, the concluding outcome must present findings in clear and systematic categories that are operational and can be used moving forward.

The quantitative base will be supplemented by interviews internally in Grundfos and potentially externally as well.

Talents interested in joining this case must:

- Acquaint themselves with Grundfos and their work in emerging markets and around safe water.
- Understand the tendering and bids and deep dive into historical data and information in order to develop an evidence-based picture of the market.
- Based on market understanding, develop potential criteria and process for approaching this market, including prioritisation matrix.

2) Open innovation: New Partnerships

The second part of this case is an open approach to how Grundfos can collaborate with others to reach even more people with safe water.

Today, Grundfos partners with a number of key market players in the safe water space, such as international non-government organisations, national and local governments and utilities. To work with this part of the case, the Talents must:

- Research and innovate around new partnerships and specific new partners that could further enable Grundfos and partners to reach more people with safe water.
- Demonstrate the commercial logic as well as the expected acceleration of positive impact such new partnerships and partners could unlock.



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OBJECTIVE AND DESIRED OUTCOME FOR THE COMPANY

In 12 weeks Grundfos would like to have:

- Evidence-based go-to-market approach, with prioritization matrix.
- 3-5 new potential partners with commercial/positive impact, shared value logic.

RELEVANT AREAS OF COMPETENCE

Design and innovation	X	Jurisprudence	
Anthropology, Sociology, Ethnography		Communication and PR	
Supply Chain, Logistics	X	International Relations	X
Human Resources		Investment and Finance	X
Organisation and Leadership	X	Culture and Language	
Economics	X	International Business and Politics	X
Sales and Marketing	X	IT-and Technology, UX	
Others			

TALENT PROFILE

An interest in global markets and strong English skills is a must.

A commercial mindset with good business understanding and an interest in current Grundfos offerings and go-to-market approaches for Safe Water in emerging markets is necessary to succeed.

It's a benefit if you have knowledge about or have worked with tender markets and/or emerging markets.

It is a key capability to be able to work systematically and structured with strong analytical and presentation skills.

It is essential for the Talents to be self-starters, but also have the courage to ask when needed and challenge 'business as usual'.



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TASKS AND EXPECTATIONS

TASKS:

- Map and structure tenders around safe water in emerging markets
- Do structured interviews with employees and potentially external partners
- Outline a possible go-to-market approach, including prioritization matrix
- Innovate around new partnerships and identify specific partners of potential interest.

WHY CHOOSE GRUNDFOS AS YOUR CASE

Grundfos is a value-driven company, with a purpose to pioneer solutions to the world's water and climate challenges and improve quality of life for people. Working as a Talent in Grundfos, you will gain insight into the new 2025 strategy, way-of-working, products and solutions. You will be part of a global team focused on reaching people in emerging economies with no or low water service. Most importantly, you will join the Grundfos family in an unwavering belief that it is possible to do business and do good at the same time.



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