# *LCM – intentional strategy or a patchwork of practices?*

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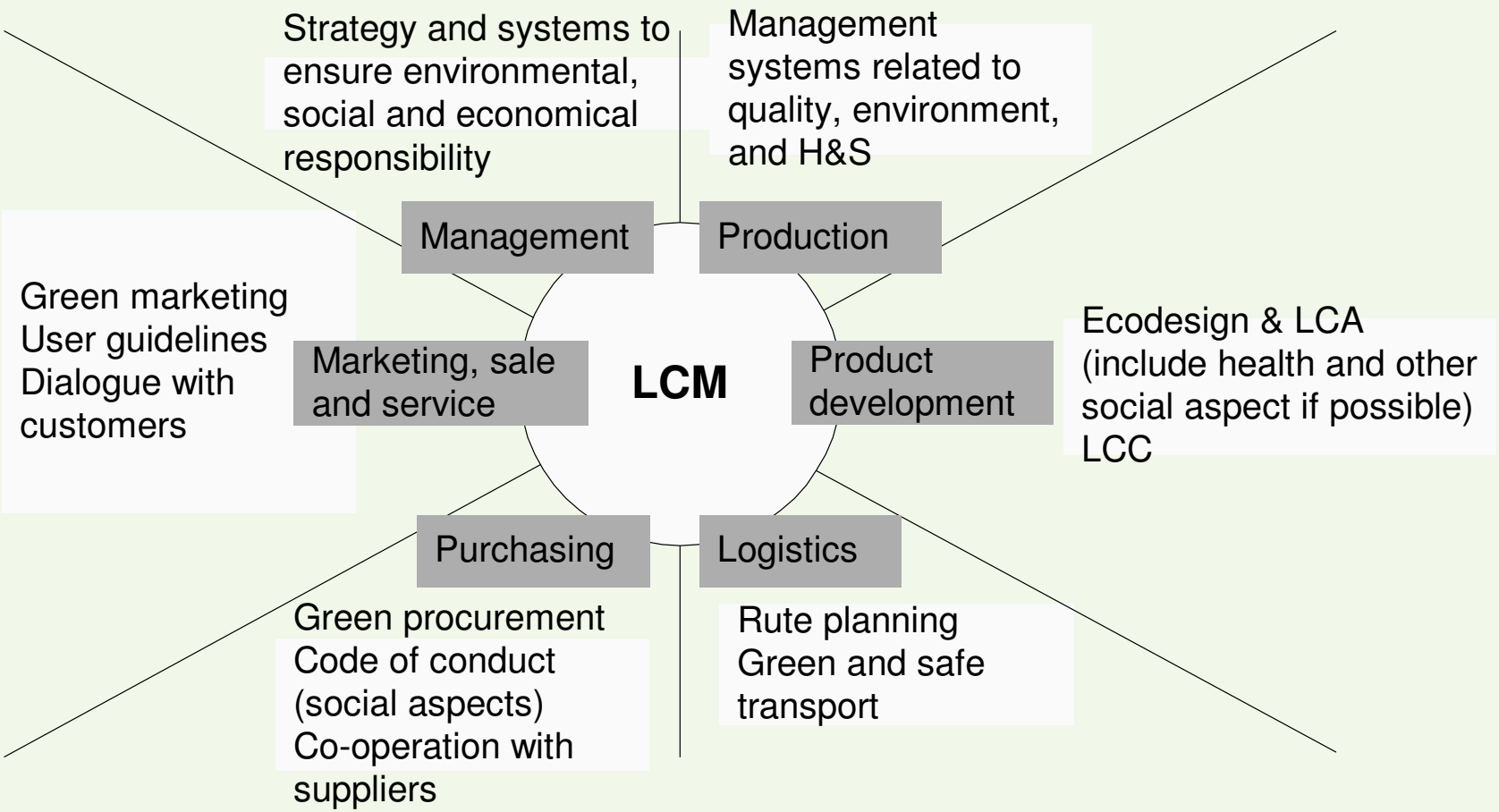
# *The conceptual framework of LCM*

- Management strategy
  - Integrated approach towards life cycle thinking across departments and business areas
  - Environmental, economical, technological and social aspects
  - Organisational perspective, interrelated communities of practices

# *Two types of challenges*

- Intra-organisational
  - How to engage all departments in product-oriented initiatives
- Inter-organsational
  - How to engage the different stakeholders (especially in the product chain) in product life cycle improvements

# *Approaches and tools as part of LCM in various departments*




Inspired by Schmidt et al., 2000

# *LCM as interrelated communities of practice*

- Social relations
  - Structures are shared and negotiated
  - Social identity formed through mutual engagement (talking, framework, perspectives)
- Communities of practice
  - Not in explicit focus (doing talking, thinking, feeling, belonging)

# *Brokers*

- Able to make new connections across communities of practice
  - Enable coordination
  - Create new possibilities of meaning
- Connection of communities
  - Processes of translation, coordination and alignment between perspectives

# *Grundfos Group*

- Produces 10 mill pumps per year
  - circular, submersible and centrifugal
- 12,500 employees
- 13,000 mill DKK
- Long tradition of integrating environmental protection and social responsibility in processes and products.

# *LCM practices at Grundfos*

- 2006 first sustainability report published
  - Primary stakeholders appointed
  - Adresses prosperity, investments health and safety, environmental impacts and reputation

# *Central Service*

- Coordinating env. and H&S activities
- Managing cross-organisational projects
- Integration of management systems for environment and health and safety
- Development of tools
- RoHS, EuP implementation

# *Environmental activities*

- Product development
  - Eco-design
  - LCA
  - Goals for reducing material use and energy consumption (in use phase) with minimum 3-5% (for 80% of new products)
  - Energy label for circulator pumps (A to G)

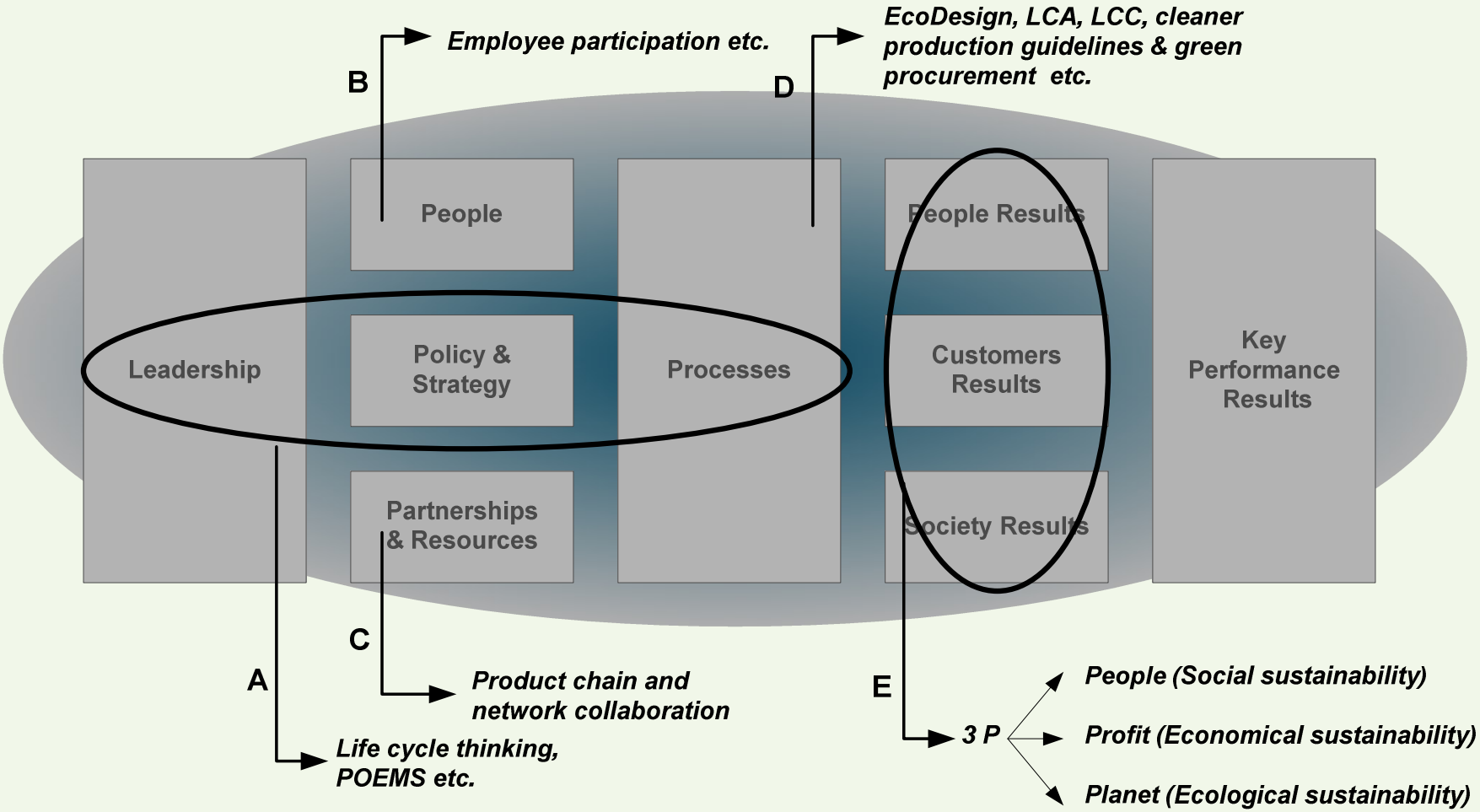
# *LCM at Grundfos*

- LCM not an overall strategy
- Implemented activities related to LCM:
  - Env. and H&S management of production
  - Env. product chain management
  - LCA and Eco-design
  - Corporate Social Responsibility
- Community of practices been closely related to the different departments
  - i.e. sale, product development and purchase

# *Improvement of interrelations*

- Well functioning with out substantial interrelations
- More brokers needed to assure the interdisciplinary and integrative approach of LCM
- Now the two communities are interrelated by a broker (working part time in each department)

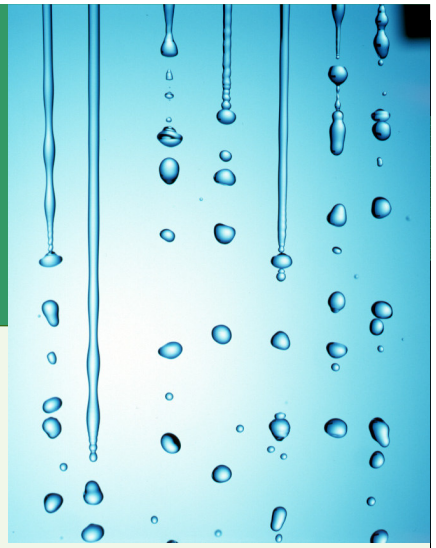
# Business Excellence and LCM






»Remmen and Thrane, 2005

# *Final remarks*



- Difference between concept of LCM and practice at Grundfos
- At Grundfos LCM related activities often grow out of specific communities of practices
  - Not based on an LCM concept
  - But might be just as interrelated with actors inside and outside the company
- Future challenge
  - The LCM activities is driven and coordinated intentionally at the strategic level