The research reveals how project management can enhance the contribution to competitiveness of offshore wind energy. The research was conducted from June 2014 to May 2015 using a qualitative deductive approach amongst operation & maintenance (O&M) actors in offshore wind farms. The research contains a focus group interview with 11 companies, 20 individual interviews and a seminar presenting preliminary findings with 60 participants.

The findings reveal that an important issue is the frontload within complex projects instead of the hitherto widely used stage gate structures of project management. Additionally a symbiosis is present in relation to knowledge, logic and intuition in the frontload activities across actors, projects and locations. Hereby the developed approach provides a fresh and enhanced understanding of the project management challenge within uncertainty and risk in project management.

Findings

The creation and coordination approach to the frontload in complex Projects:

http://ipaper.ipapercms.dk/Windpower/OWDrapport

Objectives & Methods

Research question:

How can project management contribute to competitiveness of offshore wind energy?

Qualitative deductive approach:

◆ Focus group meeting June 2014
◆ Individual interviews with 20 actors in the O&M field from Sept. 2014 to March 2015
◆ Seminar with preliminary findings May 2015

References

[17] Brink T., Madsen S.O. and Lutz S. (2015), Perspectives on how Operation & Maintenance (O&M) innovations contribute to the reduction of wind park projects, management of complex projects and to academia on management of uncertainty for sustainability.

Further research is needed in other innovation contexts to reveal the generalizability of the findings in this paper.