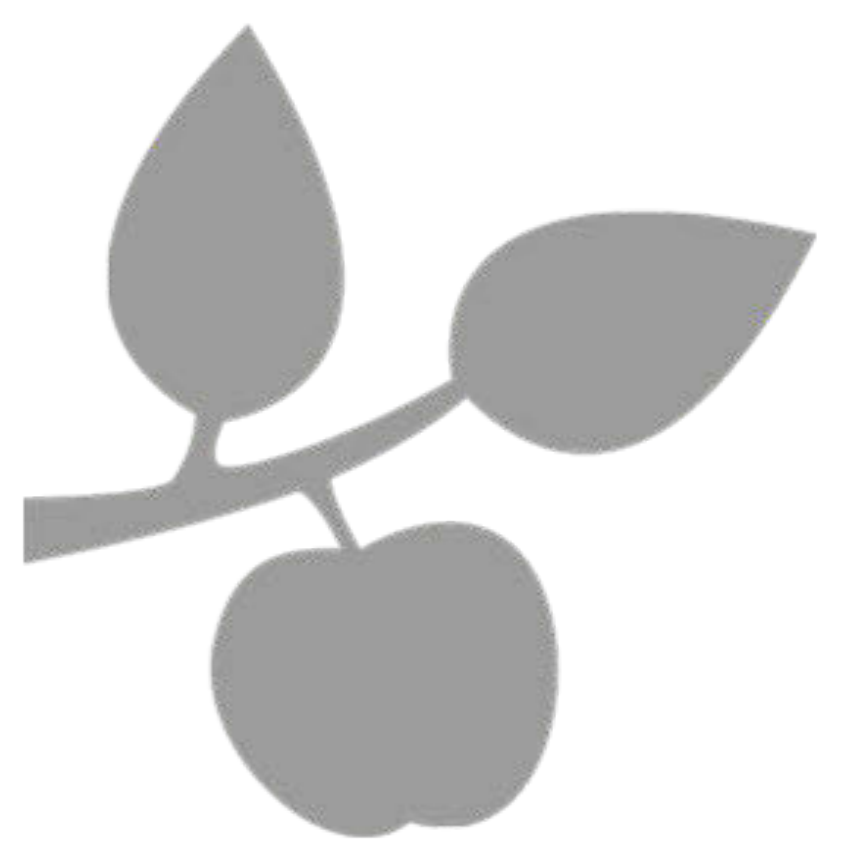


Rethinking management of O&M projects.

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PO.008

Abstract

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 **frontload** within complex projects instead of the hitherto widely used stage gate structures of project management. Additionally a symbiosis is present in relation to

- ◆ **creation,**
- ◆ **organisational learning**
- ◆ **coordination**

in the frontload activities across actors, projects and locations.

Hereby the involved participants are prepared both through the use of knowledge, logic and intuition to be as ready as possible for the unforeseen '**unknowns unknowns**'. This is an acknowledgement of the need for complementarity to hitherto widely used tools on risk, which need a supplementary approach on uncertainty to handle the unknown unknowns. Hereby the developed approach provides a fresh and enhanced understanding of the project management challenge within uncertainty and risk in project management. This provides contributions to the field 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.

Objectives & Methods

Research question:

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

Qualitative deductive approach:

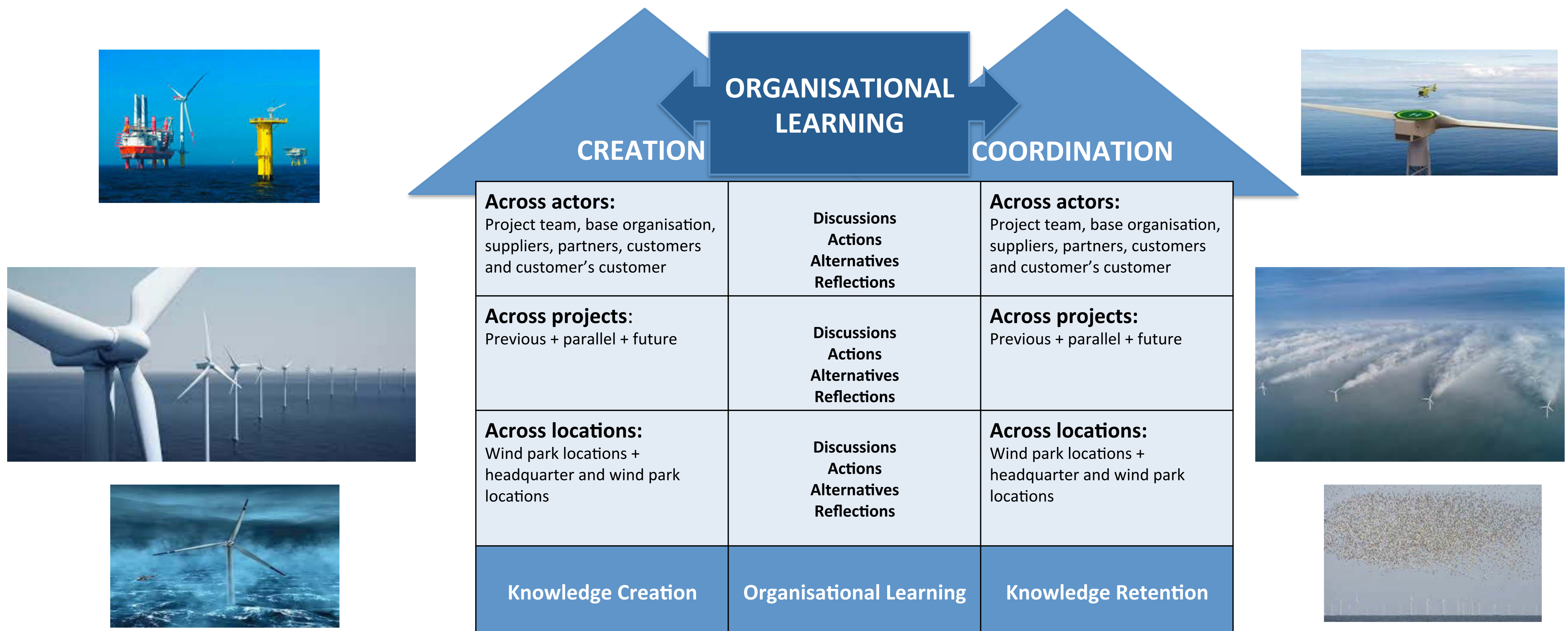
- ◆ **Focus group meeting June 2014**
- ◆ **Individual interviews with 20 actors in the O&M field from Sept. 2014 to March 2015**
- ◆ **Seminar with preliminary findings May 2015**

Role	Level/ function in the organisation	Number
Windfarm owner	Manager – Wind farm responsible	2
	Manager - O&M/ service responsible of wind farms	5
Wind turbine producer	Manager - Wind turbine responsible	1
	Manager - O&M/ service responsible of wind farms	2
Service providers, manpower, equipment / component suppliers	Manager – Service/ supply responsible	3
Service providers logistics	Manager – Service/ logistic responsible	3
Capital partners	Manager – Investment responsible	2
Industry associations	Manager	2
Total		20

Findings

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

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



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