BUSINESS MODEL INNOVATION
THE CASE OF THE MAINTENANCE SERVICES FOR THE WIND ENERGY INDUSTRY

A Project in Research for Innovation
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Partners:
Gamesa Wind Sweden AB, Varberg Energimarknad AB, Ecopower Academy, Northern Europe AB, Inventlab AB, ImaComp Consulting AB, Halmstad University

Background and Motivation
- Evolution in the industry mainly driven by wind turbine manufacturing & installation.
- In-house innovation leading to dissimilar and expensive wind turbine designs resulting in information asymmetry.
- The market for maintenance services in Sweden is underdeveloped and dominated by turbine manufacturers.
- A survey targeting turbine owners & operators showed a high dissatisfaction with the existing offers as the average length of downtime dramatically.

Research Problem
- The field of business model innovation is theoretically underdeveloped
- The process of business model innovation and the specific challenges associated with it is not well understood
- What predetermines the ability of the firms to undergo business model innovation (e.g. explaining how organizational inertia could be overcome) is also not well understood
- The context of maintenance services in wind energy industry is not studied from a business model innovation perspective

Research Approach
Qualitative, interactive approach. ‘Three main project phases’ – “Exploration” (Case studies, Mapping business models, Literature studies); “Execution” (Workshops on how to innovate BM related to maintenance services); “Extension” (Implementation of the results in participating partners, Generalization of the results)

Purpose
- Exploration of existing business models, and development and implementation of innovative business models in the context of maintenance services for the wind energy industry in a collaborative industrial setting.
- Practical purpose of the project is to increase the competitiveness of the involved companies through the implementation of new business models, in order to ensure high availability of the wind farm systems to produce energy with low disturbances through optimal maintenance services.

Illustrations of Performed Activities and Achieved Results

Illustrations of Publications


5. Liu, L., Danilovic, M., Hoveskog, M., Halila, F., (2013) The Swedish Maintenance and Services Market in Wind Power Industry Lessons Learned and Opportunities for Chinese Service Providers, the International Conference on Advances in Social Science, Humanities, and Management (ASSHM 2013 December), Guangzhou, China

Illustrations of Master Thesis


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