

# NEWSLETTER 2014

## Business Model Innovation: The Case Of The Maintenance Services For The Wind Energy Industry

A Project in Research for Innovation - the overarching strategic research programme of Halmstad University, supported by The Knowledge Foundation

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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 of the Project

- 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.

### Project Purpose of the Project

- 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.

### Performed Activities and Achieved Results

- Series of workshops with the industry partners planned and executed
- Meetings and company visits planned and executed
- Study on Customer Value for Business Model Innovation. The Case of O&M Services in Swedish Wind Energy Industry planned and executed
- A tool for the early phases of business model innovation - Ideation experience workshop - developed and tested on two occasions
- Study on mapping of existing business models and exploring the business logic in wind power industry - planned and executed
- The project extended to China (Shanghai Dianji University and Goldwind Science and Technology in Beijing), <http://insidan.hh.se/5.2cb20aa2149ee2ada5f4999b.html>
- Application on business model innovation (BMI) developed and submitted to the Knowledge Foundation (KK Synergy)
- Project idea developed and submitted to VindForsks at Elforsk for extension of the project to the European level
- Two international educational 3-months-long program performed on Wind Power Technology Innovation – about 60 students
- A quantitative survey study of the whole population of the wind turbine owners and operators planned
- A qualitative case studies based on the survey study planned
- Two master thesis related to the project work got honourable mention out of total 77 contribution in the ESBRi and Vinnova thesis competition Nytt och Nyttigt (<http://esribloggen.blogspot.se/2014/12/born-globals-toppade-arets-nytt.html>)
- The university research team is strengthened by three persons – Leif, Jasmine and Anastacia (see contact information)
- Göran Sidén will have the role of a mentor to the project instead of a project participant

### Examples of Planned Activities during 2015

- Quantitative survey study of the whole population of the wind turbine owners and operators - execution and analysis of the results
- Qualitative case studies based on the survey study - execution and analysis of the results
- Series of workshops with the industry partners and other actors in the energy industry
- Meetings and company visits
- Tool for different phases of BMI process further developed and tested
- Etc.



### Publications

1. Hoveskog, M., Halila, F. & Danilovic, M., (forthcoming). Early Phases of Business Model Innovation: An Ideation Experience Workshop in the Classroom. *Decision Sciences Journal of Innovative Education, Special issue on 'Educational Innovation and Reform in the Decision Sciences Using Multidisciplinary and Collaborative Practices'*.
2. Pataci, H., Danilovic, M., Liu, L., Hoveskog, M. & Halila, F., (forthcoming). Exploring The Dynamics of the Wind Energy Industry: Paper to be presented at: 24th International conference on Management of Technology, 8-11 June 2015, Technology, Innovation and Management for Sustainable growth, the Westin Cape Town, South Africa.
3. Simonchik, A., Hoveskog, M., Göthberg, N., Halila, F. & Danilovic, M. (2014). Business Models And Customer Value Of Services: The Case Of Swedish Wind Energy Industry. In: *Servitization and advanced business services as levers for competitiveness*. Paper presented at 3rd International Conference on Business Servitization (IBS), Bilbao, Spain, 13-14 November, 2014 (pp. 32).
4. Hoveskog, M., Halila, F., Danilovic, M., (2014) Learning Networks for Knowledge Coproduction on Business Model Innovation in Wind Energy Industry. In proceeding of: Conference paper to be presented at the BAM 2014 The Role of the Business School in Supporting Economic and Social Development, Track 8: Innovation, At Belfast Waterfront, Northern Ireland. DOI: 10.13140/2.1.3602.4967
5. Campbell, D., Danilovic, M., Halila, F., Hoveskog, M., (2013) The Clash of Business Models in Emerging Economies : The Case of Wind Energy Industry in Africa. *The International Journal of Management Science and Information Technology* (10), s. 10 - 50.
6. Hoveskog, M., Halila, F., Danilovic, M., (2013) Business Model Innovation – The Case of Goldwind in the Emerging Economy of Africa, Proceedings, Internationalization Strategy of Chinese Firms (SMF August 2013), Shanghai, China.
7. Danilovic, M., Halila, F., Hoveskog, M., Liu, L., (2013) Business Model Innovation for the Internationalization of the Chinese Windpower industry. Global Business Model Innovation: An International Conference, Oktober 2013, Shanghai Dianji, China
8. 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

### Master Thesis

1. Göthberg, N., & Simonchik, A., (2014) Customer value for business model innovation: Case of O&M services in Swedish Wind Industry. (Student paper). Högskolan i Halmstad.
2. Abt, T., & Erath, F., (2014) Power of E-Motion: Business Model Innovation for the Introduction of Electric Cars to China. (Student paper). Högskolan i Halmstad.
3. Dyckmans, C. & Rooney, S. (2014). The Establishment of Open Innovation Arenas: Exploring Critical Aspects. (Student paper). Högskolan i Halmstad.
3. Liu, X., & Goisa, M., (2013) Influence of the Institutional Context on the Business Model: A case study of a solar power company in China. (Student paper). Högskolan i Halmstad.
4. Campbell, D., (2012) Winds of Change: Business model innovation in the African wind energy market. (Student paper). Högskolan i Halmstad.
5. Ghanbari, A., & Oyelakin, M., (2012) Management System for Operations Maintenance in Offshore Wind Turbine Plant. (Student paper). Högskolan i Halmstad.
6. Pataci, H., (2011) How to Get A Strategic Position in Global Wind Turbine Industry. (Student paper). Högskolan i Halmstad.

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