Organizational capabilities and ambidexterity in offshore wind

Nogueira, Leticia Antunes

Publication date:
2014

Document Version
Accepted author manuscript, peer reviewed version

Link to publication from Aalborg University

Citation for published version (APA):

General rights
Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

? Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
? You may not further distribute the material or use it for any profit-making activity or commercial gain

Take down policy
If you believe that this document breaches copyright please contact us at vbn@aub.aau.dk providing details, and we will remove access to the work immediately and investigate your claim.
Organizational Capabilities 
and Ambidexterity in Offshore Wind

Leticia Antunes Nogueira
IKE Group, Department of Business and Management
Aalborg University

Background
With the increasing maturity of onshore wind as a viable source of energy, the offshore sector has emerged as a different and independent branch. This movement has presented many entrepreneurial opportunities for organizations with a variety of backgrounds, as well as the need for innovations that suit the needs of offshore wind.

In this context, offshore wind has attracted attention from a variety of players, also from companies with core activities in different sectors. This is not only because wind is a prominently important renewable energy source, but also because these firms have capabilities and assets that can be effectively put to use in meeting the challenges of this infant branch. Examples are found not only in the expertise of players active in onshore wind, but also in players active in diverse markets, such as oil and gas.

Research question
Moving into offshore wind represents an opportunity for firms to diversify their businesses, along with taking part in the technological path creation of an infant branch. At the same time, firms need to maintain their businesses in their main markets. In other words, firms need a strategy to develop knowledge necessary to enter and operate in offshore wind, while maintaining their strategy in their original markets. This is a problem of keeping a balance between exploration and exploitation. The emergence of offshore wind provides an important empirical scenario for investigation of these issues.

This process is relevant because it raises questions in relation to how these firms transfer their existing capabilities from the context of their primary markets to offshore wind, and how they manage the apparent paradox of exploration and exploitation for achieving ambidexterity. As a result, the research question that guides this project is:

What is the role of existing organizational capabilities in balancing exploration and exploitation efforts?

Key definitions

Ambidexterity: in the context of organizations, it refers to the ability of managing exploration (innovation) and exploitation (efficiency) simultaneously and in a complementary manner. Organizational capability: refers to the knowledge of organizations, especially know-how, in performing various activities. It is expressed in organizational routines. The concept is related to organizational learning, skills and competences.

Methods and data
The focus of this PhD project is at the organizational level, and takes firms as units of analysis. Therefore, a predominantly qualitative approach is expected, with case studies that enable deeper insights in regards to organizational capabilities and the routines through which they are enacted. Survey data with firms in the wind sector in Denmark is available, and could potentially provide an additional outlook for the investigation of issues relevant to this project.

Expected outcomes
This PhD project expects to contribute both for theories of management and innovation, and knowledge useful for the empirical context of offshore wind. On a theoretical perspective, the project aims at advancing knowledge about the exercise of ambidexterity in organizations, in addition to the role of organizational capabilities across various scenarios. Normative advice for management in relation to balancing exploration and exploitation is also a concern of this project. In relation to the offshore wind sector, the project aims at shedding light into the role of sub-suppliers, and their knowledge networks, in the emergence and evolution of the sector.

Contact
Leticia A. Nogueira
PhD Fellow
Aalborg University
Fiborgestraede 11 - 978
DK - 9220 Aalborg Øst
+ 45 22 59 20 62
lan@business.aau.dk
www.ike.aau.dk

Supervisors
Poul Houman Andersen, Aalborg University
Ina Drejer, Aalborg University

Collaborators
Letícia A. Nogueira

References

Acknowledgements
Thanks to FR KUNST for poster design

Innovation Fund Denmark
PhD start and completion
01-May-2014 / 30-April-2017

Funded by EIS

Collaborators