

Situation: A project team within a large wind turbine manufacturer was asked by senior management if they could build a specialized rotor blade that was larger than they had ever built before.

Scenario 1: Exploratory PD (ExPD):



At the beginning of the project, the team identified and evaluated the biggest project risks and uncertainties. Shipping the blade to customers was the biggest unknown.



In order to resolve the uncertainty about shipping the blade, the team built a prototype based on the expected dimensions and weight of the blade.

Approximate time:
2-3 weeks
to build and test
the shipping prototype

Scenario 2: Phased and Gated Process



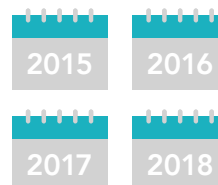
The project team starts in the early phases to determine if the project is commercially and technically feasible. If the project appears to be feasible, it then proceeds to development. Extensive paperwork is filled out within each phase by multiple departments. Operations then determines if the specialized blade can be shipped during the verification & validation phase.

Approximate time:
3-5 years

What happens if they can't ship the blade?



In **scenario 1**, you lost **2-3 weeks** prior to a significant investment in the project.



In **scenario 2**, you lost **3-5 years** with significant resource investment and lost opportunity cost.

Which scenario do you prefer?

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