

Project Coordinator in a Global Organization: An Analysis of Their Role and Responsibilities

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Abstract

The thesis is done for Vestas Wind Systems A/S in cooperation with the Onshore Construction department, specifically for construction region North and West. In recent years, Vestas as a company has undergone several major organizational changes. This, with major company expansion in recent years and the introduction of new roles within the organization, has left the role of the project coordinator unclear.

The method used in this thesis is based on workshops where the topic of Project coordinator role was discussed and on theories and current standardization from Project management.

The goal of the thesis was to clarify and get a clearer scope of responsibilities of project coordinators. The new result will be used as a base to determine task responsibilities and as a role overview in onboarding and recruitment of new Project Coordinators.

Language: English

Key Words: Project coordinator, role definition, Vestas

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Abstrakt

Examensarbete är gjort i samarbete med Vestas Wind Systems A/S i samarbete med Onshore Construction avdelningen North & West. Under de senaste åren har Vestas som företag genomgått flera stora organisationsförändringar. Detta, tillsammans med företagets stora expansion under de senaste åren och införandet av nya roller inom organisationen, har gjort rollen som projektkoordinator otydlig.

Metoden som används i denna avhandling är baserad på workshops där ämnet rollen som Projektkoordinator diskuterades samt på teorier och aktuell standardisering inom projektledning.

Målet med avhandlingen var att förtydliga och få en tydligare beskrivning av projektkoordinatorernas ansvarsområden. Det nya resultatet kommer att användas som en grund för att fastställa arbetsuppgifter och som en rollöversikt vid introduktion och rekrytering av nya projektkoordinatorer.

Språk:

Nyckelord: Projektkoordinator, rolldefinition, Vestas

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1 Introduction

In the international business world, global renewable-energy companies are growing larger by the day. Vestas as an organization operates all around the world in multiple locations. Project management has been affected greatly by this reason and each project present a unique challenge. Project coordinators have become critical members of Vestas project management, responsible for assisting and ensuring that projects are completed on time, within budget, and most importantly to the satisfaction of each stakeholder on both Vestas and Client side.

The role of project coordinators in Vestas is complex and versatile, with a wide range of responsibilities. Some responsibilities of the role are universal for all project coordinators in Vestas, but there are also significant differences between regions. In addition, there are new roles being added in the project management in Construction Onshore in Vestas. This in cooperation with the large organizational expansion and rearranging during the last decade, have further blurred the role of project coordinator in the North and West region of Construction department.

This thesis will research the current structure of tasks assigned to the Project Coordinator in the North and West region and investigate the potential benefit of creating an overview document. This thesis is done in cooperation with Vestas Wind Systems A/S and the Onshore-construction department in North & West Europe area. For the theoretical framework project management methodologies, models and tools will be researched. The basics of construction project execution and structure of project teams and additionally best practices in defining roles will be investigated. By support of the theoretical framework, the method in the research will support how to investigate and get a clear understanding over a “grey” roles scope. Part of this thesis will focus on information collected from a workshop to try and define each project core teams role.

1.1 Business Challenge

In every wind turbine project onshore in Vestas, several departments are joining forces to complete a project. During the construction stage, several stakeholders and Vestas departments are included in finalizing the stage to be able to handover the project to Service department.

Construction-Onshore is the main department responsible for the construction aspect of wind turbine projects onshore. Construction-onshore is divided into several different regions, with each region subdepartments. Project coordinator is one of the core members for a project in Construction-Onshore department.

In 2012 Vestas employed on average 21 033 employees (Vestas Wind Systems A/S, 2013). For 2022 the number of employees on average employed has increased to 28 779 (Vestas Wind Systems A/S, 2023). The expansion the last decade has brought with large scale organizational changes, meaning responsibilities of tasks have changed hands within Construction-Onshore. For 2023 new roles are being added in the Construction-Onshore department, which will furthermore change the organization, specifically within Construction-Onshore department.

Currently, there are no updated role overview document for project members in construction onshore for Vestas. Therefore, there is no template to use when new employees are being hired. To resolve this issue, an updated document overviewing the scope of the Project Coordinator should be created.

1.2 Objectives

There are 3 main objectives for this thesis.

1. Review the role of Project coordinators within Construction Onshore for the region North & West. Internal documents and systems in addition to a Workshop will be used for data collection.
2. Research theoretical literature to find best practices in creating a result which will give a clear understanding of a project team role.
3. Create a template or document to be used as an overview of the Project Coordinators scope of tasks. Furthermore, the document can be used for new hiring of project coordinators and their onboarding.

The outcome of this study is to produce a document displaying the project coordinator scope of work and its respective organizational matrix based on which tasks are completed by the PC. The new document specific of Project coordinators within Construction-Onshore North & West will be used as a base to define scope of tasks. Furthermore, the document can be used for new hiring of project coordinators and their onboarding.

1.3 Delimitations of the Thesis

To be able to create the desired objective that is objective and true, limitations need to be set. In Vestas Wind Systems A/S the Construction-Onshore the department is divided into regions covering different parts of the world. Depending on which regions Project coordinators the research is done for, the outcome will be different. For example, Project coordinators in Central Europe have some tasks to which project coordinators in North & West Europe are not familiar nor responsible for. Therefore, the thesis will be based and done on the role of Project coordinators in North & West Europe region in Construction-Onshore department.

The solution of the thesis will focus specifically on project coordinators located on onshore projects in North and West region. It will not consider Project coordinators working in the Construction-Offshore department or in another region.

To be able to structure this thesis and reach the objective I have researched the theory behind the management systems used in construction projects within Vestas Wind Systems A/s. The project management system is based on waterfall project management and the project management model Stage Gate management. To understand how the project coordinator role could be improved and overviewed I researched best practices in literature. I could have included researching other types of management practices for example agile project management to try and incorporate best practices that could be feasible. I choose to not to this for the main reason the thesis is not about improving the management of projects.

1.4 Abbreviations and Acronyms

AP	Accounts payables
APM	Associated Project Manager
AR	Accounts receivables
BPM	Business Performance Management
CM	Commissioning Manager
CT	Core team
CtS	Construction to Service
HSE	Health, Safety and Environmental
HtC	Handover to Construction
HtS	Handover to Sales
IPM	Installation Project Manager
PC	Project coordinator
PM	Project manager
PMLC	Project management life cycle

PO	Purchase order
PP	Project planner
PR	Purchase requisition
RACI	Responsibility assignment matrix
RPO	Regional Procurement Office
SCADA PM	SCADA project manager
SM	Site Manager
TOC	Taking over certificate
TPM	Traditional project management (Waterfall project management)
TSA	Turbine Supply Agreement
WM	Warehouse Manager
WTG	Wind turbine generator

2 Company Overview: Vestas Wind Systems A/S

2.1 The History of Vestas

Vestas Wind Systems is the global leader in manufacturing of onshore and offshore wind turbines. This section will provide an overview of Vestas Wind Systems A/S from its roots in being a manufacturing company manufacturing hydraulic cranes, to becoming one of the world's leaders in the renewable energy sector. (Vestas Wind Systems A/S, 2023)

Vestas Wind Systems A/S has its roots in the city Lem in Denmark. The Hansen family, a family of blacksmiths, is the root from where the current Vestas Wind Systems has grown. In 1898 Hans Søren Hansen buys the local blacksmith workshop in the farming town of Lem. The name Vestas have its origins in the manufacturing company VEstjysk STaalteknik A/S Peder Hansen, son of Hans Hansen, establishes in 1945 with his father and a handful of colleagues. The name VEstjysk STaalteknik A/S is not manageable and is soon shortened to

VESTAS. VESTAS at the time manufactures household appliances, mostly mixers and kitchen scales. (Vestas Wind Systems A/S, 2023)

After a fire in the beginning of 1960 the company sets out to experiment with alternatives to traditional energy production. The breakthrough will happen in 1979 when Vestas sells and installs its first successful turbine with a rotor diameter of 10 m and a capacity of 30 kW. From their first wind turbine sold in 1979 the company have grown to become the global leader in sustainable energy solutions it is today (Vestas Wind Systems A/S, 2023).

2.2 The Company Today

Vestas Wind Systems A/S is an international company that is operating in more than 87 countries. Since its founding in 1945 the company have emerged as the global leader in sustainable energy solutions. Having installed more renewable energy in more countries than any other company is proof of statement. (Vestas Wind Systems A/S, 2023)

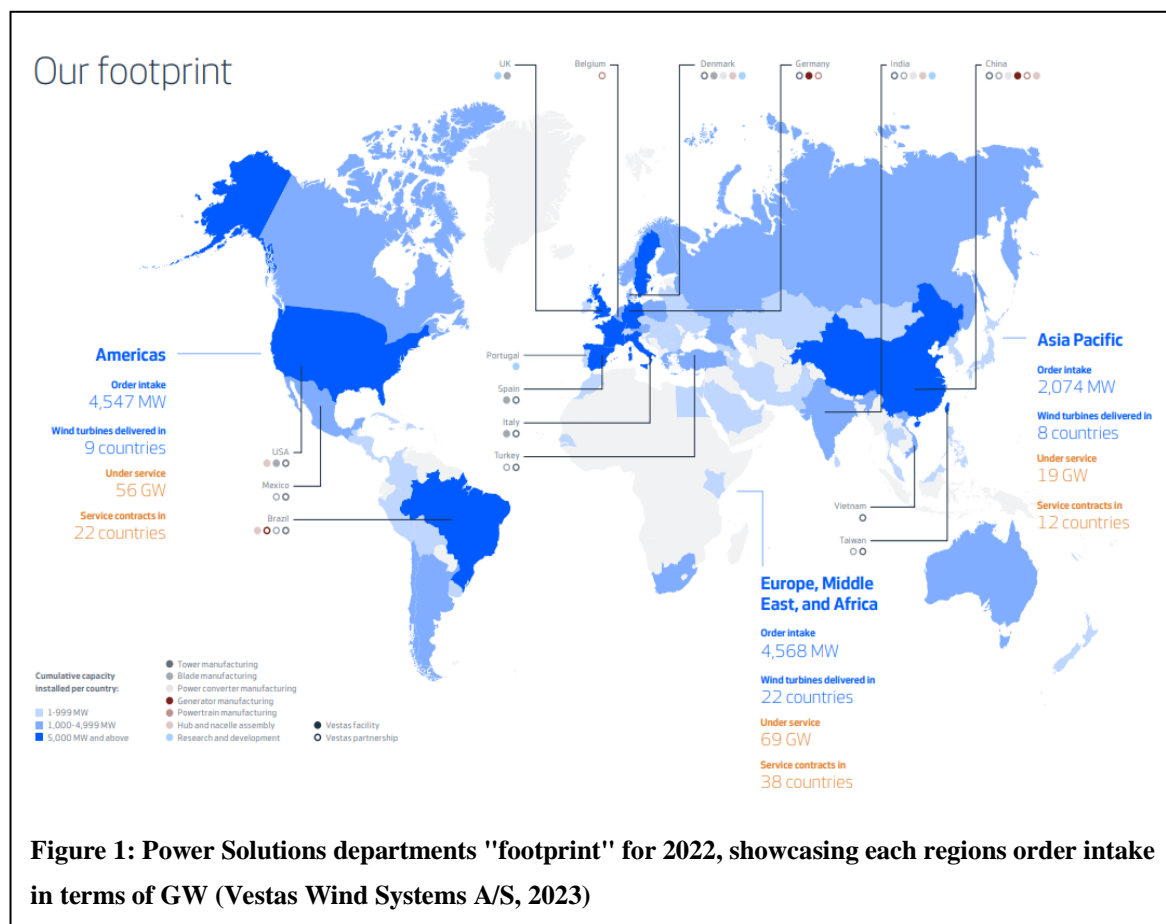
The company is still based out of Denmark and has its main office in the city of Aarhus. Vestas Wind Systems A/S employs globally around 28 000 people which enables the company's core business of design, project development, manufacturing, installation and operating of wind turbines. As of 2022 the company has installed more than 164 GW of wind power in a total of 87 countries fulfilling the stated purpose of Vestas, "to make the world a better a better place and to contribute to a sustainable future". (Vestas Wind Systems A/S, 2023)

Vestas Wind Systems A/S are divided into two different business departments: Power Solutions and Services. More information about these two departments is presented in sections 2.2.1, 2.2.2 and 2.2.3.

2.2.1 Power Solutions

The Power Solutions department is responsible for wind turbine projects both based on land and offshore. Although the technology, project setup and the way construction is done varies between onshore and offshore, both departments use wind turbines with the same design and main component setup but with different requirements based on location. (Vestas Wind Systems A/S, 2023)

The power solutions are divided still in an Offshore and Onshore department. In 2022 the order intake of whole power solution department was a total of over 13,3 GW which resulted in bnEur 11,9 order intake. The Onshore department was responsible for 12,4 GW, meanwhile offshore department stood for 0,9 GW showcasing onshore wind market is still much larger than offshore within Vestas Wind Systems A/S.



2.2.2 Services

Vestas other main department is Services. The Service department is responsible for monitor all installed turbines and manage planned maintenance and services as per client's service contract. Service takes over wind turbines from construction in a handover when all construction related tasks are finalized.

In 2022 the Service department within Vestas Wind Systems A/S managed over 55 000 wind turbines in 76 different countries. The service department is multibrand and can provide service to wind farm owners of diverse fleets, not only Vestas models. The order intake of

the service department in 2022 was 30,4 BnEur. Almost three times the order intake of the Power Solutions. (Vestas Wind Systems A/S, 2023)

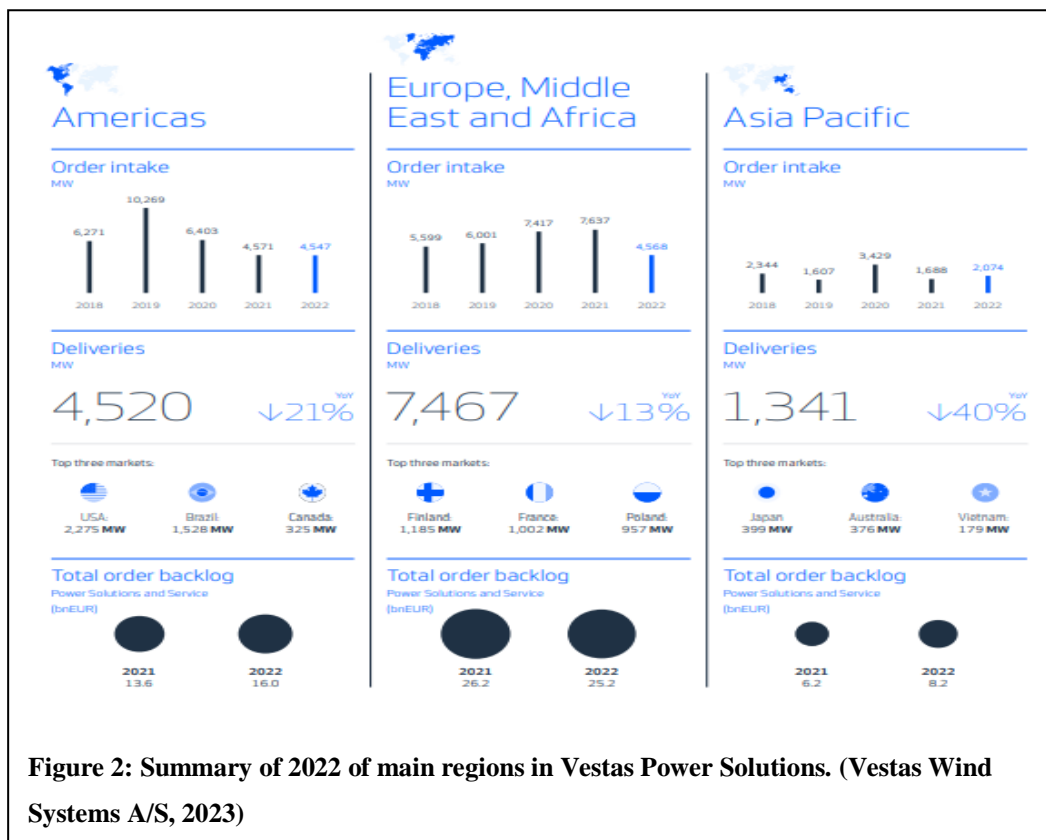
2.2.3 Regions of main departments

Vestas power solutions are split into three main construction departments based on regions:

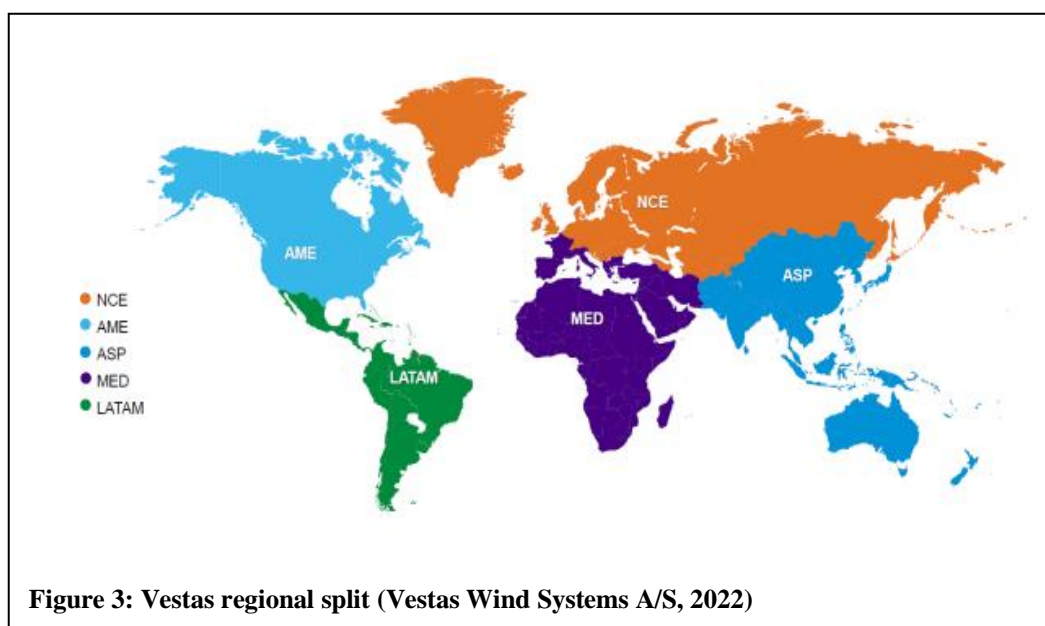
- Americas
- Europe, Middle East and Africa (EMEA)
- Asia Pacific

The three regions have their own organizations and departments. The largest region based on order intake and delivers is EMEA which can be seen in figure 2, which are also the most important market for Vestas. The regions sizes vary a lot, from 7,4 GW delivered in EMEA, to 1,3 GW in Asia Pacific. Within EMEA, Finland was the top market 2022, having installed more than 1,1 GW in 2022.

From Figure 2 we can see a significant order intake drop from 2021 to 2022. During 2022, Vestas as many other, saw geo-political uncertainty and high inflation impacting deliveries but also order intakes negatively. (Vestas Wind Systems A/S, 2023)



The three departments have their own subregions. The EMEA region is split into smaller regional departments, of which NCE is one. This thesis will be done specifically for the subregion North & West within NCE. North & West region includes Finland, Denmark, Norway, Estonia, United Kingdom, and Ireland.



3 Theoretical Framework

The objective of this bachelor's thesis aims to investigate project management in onshore construction projects, with a specific focus on the role of the project coordinator. To understand and get a comprehensive understanding of how the role of a project coordinator have been created, the chapter will introduce different general concepts such as project, project team and project roles. In addition, project management theory and project management tools which are the base of how tasks are divided between roles will be presented. The research will also review previous literature that have focused on defining complex project team roles, including examples of how other organizations have tackled defining such "grey roles".

The purpose of the theoretical framework is to guide which data is needed to be collected. The theoretical framework is also the base of how the data collected will be analyzed and how results will be used for improvements.

3.1 Project, Project Team, and Project Roles

To understand project management and all its different methodologies, one need to understand what a project is. The word project can be used in many kinds of context today, not just as a word used in companies and organizations, but also by ordinary people describing their life goals and general phenomena in their private lives (Hallin & Gustavsson, 2012). The traditional definition of a project according to the Project management institute is "a temporary endeavor undertaken to create a unique product or service" (PMI, 2008, s. 362). Based on the PMI definition, a project is a series of tasks done over a *temporary*, often predetermined period and budget. Secondly, the project is an *endeavor*, which one person or a group of persons have decided to set time and resources aside to execute. Finally, the project has a *unique goal* with specified objectives. (Hallin & Gustavsson, 2012).

Beyond these three characteristics for a project, Lundin & Söderholm adds a fourth characteristic for a project: *the team* (Lundin & Söderholm, 1999). In construction and engineering projects, the project team are vital to the success of the project. The project

manager does not and are not supposed to have all the expertise regarding all work required to finalize a construction project. In many cases, the project manager is a coach for the project team. One of the main tasks of the PM is to ensure all team members understands the desired goal of the project and ensuring the project team knows what are expected of them and the importance of sharing information. (Oberlender, 2000). In a project it is essential for the project team to know about their own roles, powers, and responsibilities. A project needs to be organized in such a way roles, powers and responsibilities of the team members are clear for all and documented. (Hallin & Gustavsson, 2012)

The project is a unique endeavor, and the project often dictates how the project team are organized. How do we then define the project team? According to Wysocki (2012), the project team consists of three separate components in addition to the project manager:

- Contract team
- Client team
- Core team

In today's projects and the current business to business environment, organizations and companies regularly outsources project tasks and processes to external contractors. Wysocki comprise all contractors and external suppliers and groups them as the *contract team*. The contractor is to the construction project any organization or company which carries out, manages, or controls any aspect related to the construction of the project. Companies are often outsourcing tasks which are not of their core business or tasks which the company does not have a core expertise in. (Wysocki, 2012)

Wysocki (2012) also includes the *client team* in the project team. The client team consists of the members which the client has assigned to the project. The client team are both internal client company members and, in some instances, external hired by client. Wysocki (2012) describes the project team consists usually by members from the client company which manages the project from their side, but the client can also outsource assistance to an external company. For instance, inspection works on the construction project by an external inspection company. (Wysocki, 2012)

Wysocki (2012) provides a vague description of the core team as a team with major roles and management responsibilities for key tasks in the project. Kähkönen, Keinänen and Naaranoja (2013) offer a more detailed description of the project core team. Kähkönen, et al. (2013) write there is an emergence of the term “core team” in construction projects. The project core team is still a vague term in project management as its role and mandate in project management varies in different settings as organizations and companies. The term has been used in project management literature, but only seldom. Nevertheless, the term project core team have become a term used in construction projects to describe a small group of internal project executives or project experts with a specific mandate. The mandate of the project core team varies but Kähkönen, et al (2013) define the project core team as a “central organization unit for projects and their management” (Kähkönen, Keinänen, & Naaranoja, 2013)

One explanation of the project core team is given by the Project Management Institute (PMI). The project core team is a subset of the project team which are liable for the daily leadership of the construction project. The core team is responsible for the project’s initiation, planning, execution and closing stages and other decision making of any other project related activity. The project core team differentiate from the strategic leadership, which is the key function of key stakeholders, directors, and the project steering group. (PMI, 2013). Wysocki adds on to this explanation as the core team is “temporary team comprising a small number of subject matter experts (SMEs) chosen and managed by the CT manager. These SMEs consult, advise, support the CT manager and the teams assigned to the project” (Wysocki, 2012, s. 673).

It is important to question if Wysocki (2012) fails to describe the whole scope of internal roles from the Project managers organization in the project team. Project Management Institute (2013) includes roles in the project team, which are not described by Wysocki in depth. The Project Management Institute includes *supporting experts and project staff*. According to PMI, these two groups can include roles within contracting, financial management, logistics, legal, safety, engineering, test and quality control. These supporting roles are the project staff, which can be included in a core team depending on the setup of the project team structure. The main responsibility of the supporting experts and project staff is to carry out the work of creating and performing activities for the project deliveries. (PMI, 2013)

3.2 Management Theory, Project Management Methodologies, Project Management Models and Tools

Project management theory, the theory of how a project should be run, is said to originate from the American defense industry during the 1930s. In the 1930s the American defense industry established special project offices which designed the first project models to establish a better control and management of aircraft development. (Hallin & Gustavsson, 2012) The classic explanation of project management as defined by Association for Project Management (APM) is “the application of processes, methods, skills, knowledge and experience to achieve a specific project objectives” (APM, 2023). The definition is a very broad explanation of what project management is as there are many different kind of project management methodologies, models, and tools. However, the typical scope of project managing typically includes, but is not limited to:

- Identifying requirements
- Addressing the various needs, concerns, and expectations of the stakeholders in planning and executing the project
- Setting up, maintaining, and carrying out communications among stakeholders that are active, effective, and collaborative in nature
- Managing stakeholders towards meeting project requirements and creating project deliverables
- Balancing the competing project constraints, which include, but are not limited to:
 - Scope
 - Quality
 - Schedule
 - Budget
 - Resources
 - Risks. (PMI, 2013)

The choice of management methodology for projects is influenced by whether the project is *goal seeking* or *goal oriented*. A goal-oriented project has clear and measurable goals set in advance, while a goal-seeking project has no clear and specified goal. (Hallin & Gustavsson, 2012). Rapidly changing market conditions, new technologies, short time-to-market cycles, and other external factors in the social and business world influence how

projects are managed. To ensure successful project execution, it is essential to select the appropriate project management model. In the world of project management, there are two dominant methodologies that have emerged as the most popular and effective approaches: the *Waterfall methodology* and the *Agile methodology*. While both methodologies share the common goal of achieving a successful project, they differ in their approach to project management. (Thesing, Feldmann, & Burchardt, 2021)

This thesis will focus on the Waterfall methodology, also called traditional project management (TPM) and one of the main components of the methodology, the Stage Gate model. The Waterfall methodology is named after the cascading effect of the project's stages which flow downwards like a waterfall. The project stages differentiate specific to the project, but Wysocki (2012) describes the project management life cycle (PMLC) to be a five-stage process (figure 4). The project is a sequence of processes which include *Scoping, Planning, Launching, Monitoring & Controlling, and closing*. (Wysocki, 2012)

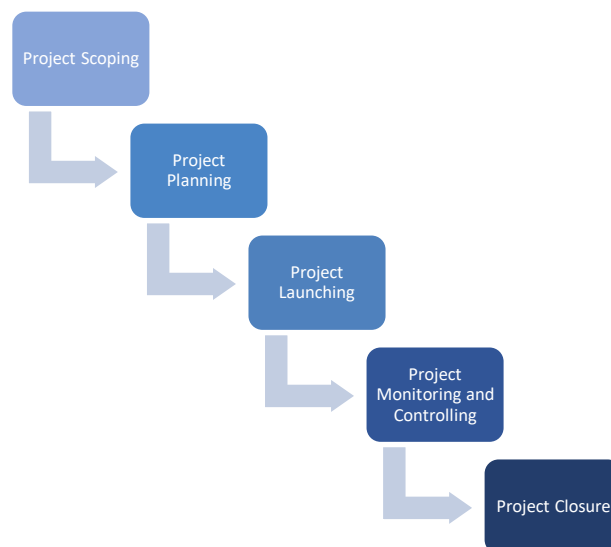
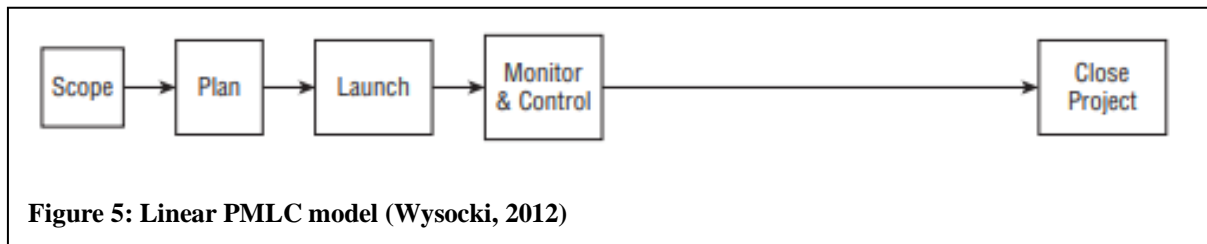


Figure 4: Project management life cycle, shown as a waterfall methodology figure (Wysocki, 2012)

In the Waterfall project management methodology, the stages of the project do not overlap. Distinctive for a waterfall approach is its big focus on planning and process control suitable for a goal-oriented project with one or several clearly specified goals. Waterfall methodology is often described with one big negative aspect “the flexibility to adapt to changes does not exist” (Collyer & Warren, 2009, s. 360). This can be contributed to the simplest TPM approach, the Linear PMLC model.



- *Project Scope* or *Project Initiation* is the first phase. The stage involves defining the project goals, objectives, and deliverables. It also includes identifying stakeholders and setting the project scope. To proceed to the next phase, a meeting is required to decide if the project should continue or be terminated.
- *Project Planning* is in waterfall project management the most crucial. A detailed project plan is created, outlining tasks, timelines, budgets, and resources required to complete the project successfully. In the planning stage the supporting documentation of a project is created. Documents related to project scope, resource estimations, responsibilities, project schedule, financial documents, risk management, stakeholder communication and quality control planning is created.
- *Project Launch* (or *Project Execution* as called by PMI in PMBOK) marks the beginning of project execution, where the whole of the internal and external project team is mobilized, and resources are allocated to initiate project work. In the project launch the deliverables of the project is created.
- *Project Monitoring and Control*. During this stage, project progress is monitored and tracked to ensure that the project stays on track and meets its objectives. May include tracking processes related to budget, schedule, and resources. Any deviations from the project plan are identified, and corrective actions are taken to bring the project back on course. Reporting to stakeholders such as client and senior

management and controlling activities done by both internal and external members of the project team is of focus.

- *Project Close*. In this final stage, the project is formally closed out. Receiving client approval of project requirements, final documentation, post-implementation audits and inspection, and other final administrative tasks are needed to be completed before project closure.

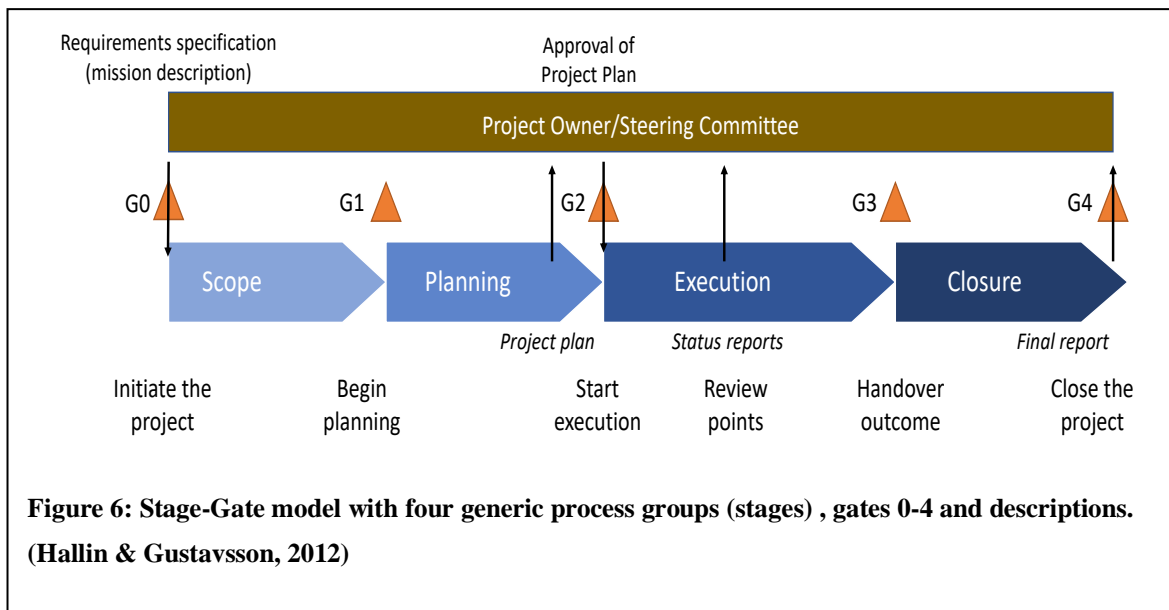
In the Linear PMLC model, the five process groups are executed one after the other in the order shown in figure 5. There is no looping back to repeat a process group and is reflected by the Collyer et al. citation. If there is a scope change from the client, the balance of the Linear PMLC model is not flexible and process groups need to be repeated as for example schedules and resources planned need to be amended to reflect the new scope. Work already finished may also be affected. It is important to note that it is crucial to maintain the scope of the previous stages and avoid making changes once they have been completed. However, it is possible to make changes to tasks in the current stage the project is in. It is important to carefully evaluate and consider the impact of any changes before implementing them, as changes made in later stages may have a ripple effect. It is therefore essential to maintain effective communication and collaboration between all project team members to ensure that any changes are properly discussed, evaluated, and implemented in a timely and efficient manner. (Wysocki, 2012)

To manage a TPM project effectively and avoid scope changes, the Linear PLMC method have been developed into more efficient models with some adaptively to change in customer needs and changes in external factors such as changing markets. The focus area of new models has been to increase the communication and collaboration between the whole project team to ensure any changes are discussed, evaluated, and finally implemented in an efficient manner. (Wysocki, 2012)

3.2.1 The Stage Gate Model and RACI

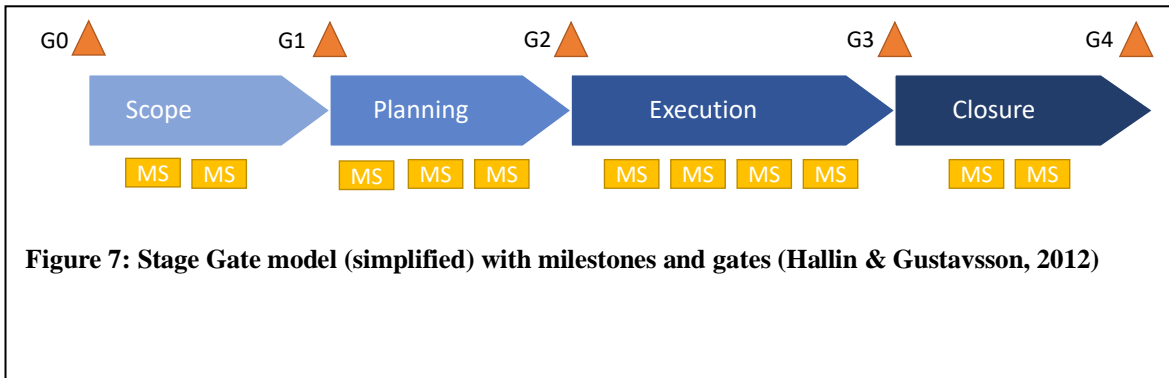
The Linear PLMC have been criticized for its inability and inflexibility for changes during the project life cycle. In 1987 Robert G.Cooper introduced the *Stage Gate model* as a response

by addressing the issues by introducing decision points called “Gates” throughout the project life cycle. (Rocque & Viali, 2004).



The stage gate is based on the same sequential stages as the linear PMLC model but introduces the concept of gatekeeping. At each process group initiation and end, a “gate” is introduced. The gate implies the need of a decision as to whether proceed to the next process group or if there is a need to go back and revise the previous stage. The project owner (client) and steering committee (senior management) are often responsible for the decision making by reviewing each process groups criteria are completed. For each stage passed, special documentation is created to be handed over and approved. (Hallin & Gustavsson, 2012)

The process groups are organized with milestones often linked to specific activities (work packages) that need to be finished for each milestone. Milestones are used to make the progress of the project visible for the internal project team but also external. In a project using the Stage Gate model, activities (tasks) are more clearly defined as each process group has a specific set of deliverables for each milestone. Tasks can be well defined and tracked more easily. (Hallin & Gustavsson, 2012)



The RACI model, a organizational matrix, is commonly used in conjunction with the Stage Gate model to identify and assign role responsibilities to specific activities. An organizational matrix is a structure used in project management where individuals with different skills are assigned to work on a project. A RACI matrix can also be created as document. RACI is an acronym for: Responsible, accountable, consulted, and informed. The

Step	Project Initiation	Project Executive	Project Manager	Business Analyst	Technical Architect	Application Developers
1	Task 1	C	A/R	C	I	I
2	Task 2	A	I	R	C	I
3	Task 3	A	I	R	C	I
4	Task 4	C	A	I	R	I

CIO/IDG

Figure 8: RACI matrix document. (Kantor, 2022)

person assigned “Responsible” performs the work. Person assigned “Accountable” is ultimately accountable for the work or decision made. “Consulted” is anyone which needs to be consulted prior to a decision being made or during an activity. Assigned “Informed” is a person needed to be informed when a work is completed, or a decision have been made. A person can be assigned one or several responsibilities. By using the RACI model, the Stage Gate Model activities can be organized clearly and structured, with the project team members having a clear understanding of their role in the project. (Lee, Lee, Jin, & Hyun, 2021; Watts & Miranda, 2022)

3.3 Project Coordination and Definition of a Project Coordinator

Coordination of a project is a vital role in a successful project execution. Coordination in a project is the challenge to organize and synchronize the project team members and their activities to work towards a common goal. In PMBOK (PMI, 2008) and often described in project management literature, the coordination of the project is the role of the Project Manager. How do we then separate the role of the Project manager versus a Project Coordinator?

Scope of the project and the environment of the organizational matrix is of focus to understand the structure between a project coordinator and project manager. In a complex project with a broad scope, the role of the project manager is to macro-manage the project (as a whole), while the project coordinator focuses on the micromanaging day-to-day activities of the project. The Project Coordinator is unofficially the second hand of the project manager. In a smaller project, the project manager may take on more micro level tasks as there could be no project coordinator assigned to the project or/and the project coordinator may focus on more administrative tasks. (Portny, 2007)

Stanley E. Portny, an expert with 30 years in project management, adds a second factor, the strength of the organizational matrix. An organizational matrix, as described in chapter 3.2.1. is used to assign people in a project to lead or work on a project. Portny (2007) classifies a matrix as weak, strong, or balanced depending on the authority of a project manager has over their team and how well defined a matrix is. If the matrix is weak, with undefined scope of roles and lack of accountability, the project manager is challenged regarding the project coordination. The Project manager will need to take a larger role in the coordination of the project and is not able to focus on the macro-managing of the project. If the organizational matrix is well defined and the coordination between roles and deliverables are clearly specified. The project manager is then able to take a zoomed-out view of the project and able to macro-manage. (Portny, 2007)

It can be difficult to define the role of a project coordinator as sometimes there is not a separate person assigned to the role. In those cases, the project manager takes on the responsibilities of the project coordinator. In a large scope project, with a well-defined

organizational matrix, a specific person can be assigned the role of the project coordinator. As previously described, the project coordinator is the second hand of the project manager. The project coordinator primary responsibility in such an environment is to provide administrative and communication support to the project manager. (Portny, 2007)

3.4 Best practices in defining a “grey” role

To define a roles responsibility, an organizational matrix can be used. As previously described in chapter 3.3 and described by Averdunk (2023) the RACI matrix is a good option to choose from as an organizational matrix. With a clear RACI matrix, the whole organization can overview a specific project or/and a team members scope. The RACI matrix is the most effective when it is a “living document” (Averdunk, 2023), to update it to reflect changes and when new activities are assigned to a project or role. Before a RACI matrix or a management model based on an organizational matrix can be created and used to define a role, we need to understand the scope and responsibilities it entails. By information gathering from stakeholders, project team, current personnel assigned to the vague role and reviewing relevant documentation the scope, skills and competencies for the role can be assessed and gathered in an organizational model. (Averdunk, 2023)

It is important to note that the scope of responsibilities of a role is a large part of defining a project team role, but we also need to include what skills, competencies, and traits a specific role required from the person assigned. What are the personal traits required? What are specific skills needed? What specific personal characteristics are favored? All these questions are needed to be answered to fully be able to describe and give a full scope of a project team role. (Portny, 2007)

4 Method and Project Plan

The business challenge and objective were presented in the previous sections. To reach the objectives of the thesis I have used a qualitative research approach. The method used is presented in this chapter.

4.1 Research Approach

To gather information and be able to have a valid conclusion created on soundly based information a research technique is needed. A research method will provide a successful way to collect, sort and analyze information to reach an objective. In a thesis there are two main types of research forms: Qualitative and Quantitative.

According to Sirisilla (2023) is a qualitative research form where a researcher collects and interprets non- numerical data to give a non-mathematical finding. Qualitative research method allows for non-statistical analysis, which enables the researcher to describe results using different data collection methods. Data collection methods may include interviews, observations, focus groups, content analysis, narrative analysis, and discourse analysis.

The quantitative research form is used for researching numerical data. Data collection points for a quantitative research method can include using primary and secondary sources. Primary sources are for example a questionnaire. A secondary source is for example existing company reports containing numerical data or macroeconomic data sources. (Mallikas, 2023)

The objective of my thesis is to create a new role scope document of project coordinators. To reach the objective I need to understand the current state of the role from both internal documents, discussions, and interviews with members in project management. To create the new role template, I will use my findings in the current state analysis and analyze what needs to be amended with the support of a workshop and theoretical literature. My thesis will therefore use an Qualitative research method.

4.2 Choice of Method and Research Design

The method used for this thesis is a workshop where project core members from different departments will discuss the roles of the project core team and have a presentation. Information from the workshop, with the support of theoretical literature will create the soundly based information source to achieve the thesis's objectives.

By using experienced members within project management which have the experience and information needed to be able to reach a conclusion of what project coordinators should be, a workshop was already in talks within the management of Vestas Wind Systems A/S.

The workshop scheduled and done was regarding all roles within the project core team, but this thesis will specifically focus on the project coordinator objective.

The research design was split into 6 stages, presented in figure 9.

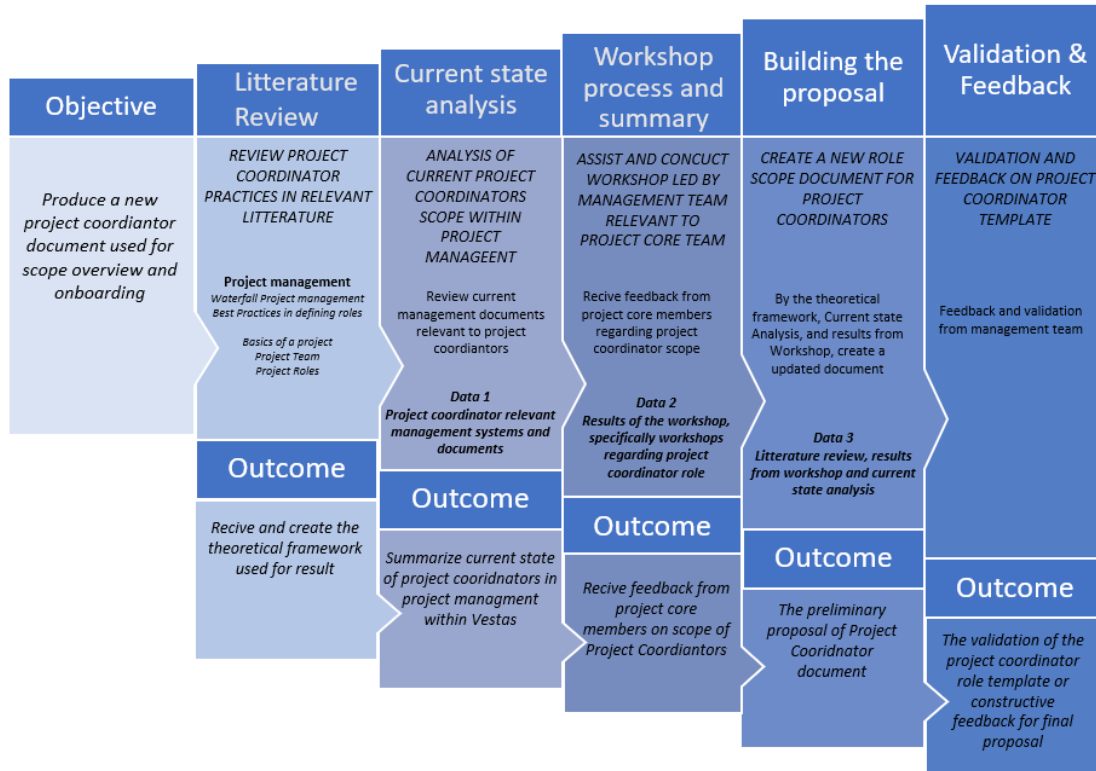


Figure 9: Research design of thesis

From figure 9 we see how the thesis objective was carried out. The objective of the thesis was grounded in the business challenge, the first stage.

The second stage of the thesis aimed to research practices and theoretical information of how project coordinators within project management should work. For the theoretical framework project management methodologies, models and tools was researched. The basics of projects and structure of project teams in addition to best practices in defining roles was further researched. The result of this stage was to receive a theoretical framework to base the objective goal on.

The third stage consisted of gathering information of project coordinators scope currently within project management of construction projects within in the North & West regio. This was done by researching available documents and information sources related to the

project coordinator scope. This includes researching the RACI matrix of project management and of most important, the Stage Gate model used within Construction-Onshore projects. Feedback in the form of discussions from current project coordinators will also be taken attention to then researching the SGM model. The goal of the third stage was to understand the current situation of Project Coordinators.

The next stage consisting of creating a workshop where members of the project core team would participate. The workshop was in the process of being done before I started researching this subject. In discussion with my team leader, we agreed I could assist and participate in the workshop. Chapter 4.3 will present more about how the workshop was done and who participated. The aim of the fourth stage was to gain a wider understanding of the Project Coordinator's scope and receive valuable feedback from the Project core team members who participated in the workshop.

To create the initial proposal document for the fifth stage, data from the literature review, workshop and current state analysis was used. The desired outcome was an initial project coordinator template.

The last stage in the research design process involves validating and obtaining feedback on the initial proposal from either my team leader or higher Management team in the North and West Region.

4.3 Data Collection

The data for this study was gathered in three main rounds, called data 1, 2 and 3 in the research plan. The outcome of the data gathering was to receive data used to consistently work towards the objective of the thesis.

The data used other than literature is documents and systems directed for Project coordinators, workshop, and feedback from discussions with project coordinators. The data 1 included analyzing documents and systems available on the company's intranet and internal documents for project coordinators. Data 1 included general feedback gathered from observations and general discussion within the project coordination team.

The second round, Data 2, included a workshop. A workshop is organized by using groups of people during a period for discussing and working on a particular issues and subjects.

The purpose of the workshop is to have people share their knowledge and experiences to reach an objective. (Oxford, 2023).

The workshop is used as a tool to gather information and feedback to the role of the project coordinator from other project core members by using their experiences and knowledge. The workshop topic was to discuss and review the tasks of the SGM, interfaces with stakeholders and its respective relationship, general scope and what is a good performer in the role. The workshop included other topics as well which will not be included in this thesis.

Workshop PC Group 1	Workshop PC Group 2
Project Coordinator	Project Coordinator
Project Coordinator	Lead Project Coordinator
Associate Project Manager	Lead Project Manager
Lead Project Manager	Associate Project Manager
	Student Worker, Project Coordination

Table 1: Group members assigned the PC role in the workshop

In table 1 displays how the workshop group was set up. The group included at least one PM, PC, APM, and in case of availability performance manager, project planner and project coordination student workers.

The idea of this thesis was to try and get a clearer scope of what the Project Coordinator is assigned to complete during a project. Further which interfaces a project coordinator have during a project and what a good performer in the role is of interest. As was described in the theoretical framework and will be further explored in Chapter 5, the Stage Gate model is used to assign tasks to specific roles. Therefore, we need to understand which tasks are currently assigned to the PC to complete and if these are correct in regards if there are missing or untrue assignments in the SGM. The topics and questions which were discussed in the workshop relevant to the thesis is shown in table 2. As mentioned previously, the workshop was already in process of being held as I choose to write this thesis. The questions asked in the Workshop was created by higher management within the North & West construction department. I only assisted with information gathering and workshop organization in addition to participation.

Question 1	Review the main (crucial) tasks in the Stage Gate Model
Question 2	Check the Stage Gate Model for gaps and inconsistencies
Question 3	Who are the Project Coordinators top 5 interfaces
Question 4	How do you define the relationship with each interface
Question 5	How would you define a good performer in this role?
Question 6	What is not part of the Project Coordinators scope?

Table 2: Workshop Questions for the Project Coordinator

The data 2 was used to further lay the foundation needed to understand the current situation of the project coordinator role but also used as a tool to analyze what are currently incorrect. From the workshop we can improve and correct the current scope of project coordinators. To build the initial proposal all previous data will be used.

5 Current state Analysis of project coordinator role

(Confidential)

6 Result

(Confidential)

7 Discussion and Conclusion

(Confidential)

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Appendix 1: This appendix is confidential

Appendix 2: This appendix is confidential