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I'm a strategic and cross functional project manager, who strives in creating and implementing changes. I can navigate in various environments, cultures and businesses, being motivated by the complexity of various problems, searching to simplify it, find new solutions and create sustainable results with my team members or as a part of a team.

My skill sets and experiences give me a strong cross-functional understanding allowing me to operate and understand different business levels and "speak their languages". Combined with my genuine curiosity and willingness to develop myself, the business, organization and people through coaching, guidance or consulting on the different levels enables me to get my message through and work towards an overall goal. This is profound in my core competences, analyzing cross-functional processes and workflows, combining and re-designing them into new structures to minimize waste in the processes. It has always been one of my forces to bring past learnings into play, have best practice adapted and adjusted to fit the new circumstances insuring that the situation and processes are aligned.

Through continuous implementations, consulting and coaching others, I have developed people skill that supports my technical and business skills, making me an all-round team player for my employer. The work has included extensive traveling days above 150 days a year, also including offshore operations.

Education

Experience

Training

Career details

Senior Project Manager

Siemens wind power, is a division of the German company Siemens AG that approximately has 220.000 employees on a global scale. 12.000 of these are employed in the Wind power division that produces and installs wind turbines both onshore and offshore.

Siemens wind power has since 2011, been global market leaders offshore with about 70% of the market shares. Primary customers are the large Energy companies such as DONG, RWE and Statoil, which all have been trying to reduce their LCOE (leveled cost of energy) affecting the competition in the wind turbine business and development of new turbine platforms and procedures. Increasing turbine sizes and reducing installation hours.

- Project Management consulting, strategic propositioning, process stabilizing
- Value stream mapping and analyzing offshore wind turbine construction of large direct drive turbines.
- Planning and sequencing the workflows for offshore construction of the large direct drive turbines, based on the value stream mapping.
- To create and implement a global waste management procedure for all projects onshore and offshore, including a contract framework towards waste handling vendors.
- Management consulting on customer execution projects in planning on site, implementing lean and shopfloor management.
- Training colleagues in; Lean principles, leadership/management methods and continuous

optimization

Structured an overview of the offshore wind turbine construction; dependencies, enablers and processes. This led to optimizing container layouts, through design change requests improved the work areas and conditions, changed mindsets and philosophies about offshore work through workshops and trainings. The commissioning workflow and processes where previously sequenced in serial, I led a workgroup of selected technicians, HSE and installation professionals to redesign this solution and came up with a workflow where the tasks were sequenced in parallel. The workflows also led to updates in the up- and downstream requirements, so that interfaces are aligned and equipment is ready for construction right away.

Leadtime improvements:

- Pre-assembly towers – from 18 days to 6 days
- Installation – from 30 hours to 14 hours
- Commissioning – from 12 days to 8 hours

I managed a team of 4 HSE professionals and 3 procurement professionals, together we created and implemented a global waste management procedure on current offshore execution projects and had the vendor contract rolled out, which gave a potential yearly saving through scrapping correctly on 2 million EUR and reduced the risk of potential prosecution for wrongful handling of hazardous waste materials. Identifying high risk areas, such as America with their superfund and the growing attention in China and other Asian countries on hazardous and waste contamination of the environment.

During the finalization of the DONG project; Westermost Rough I was involved in planning and optimizing the activities, bringing high complexity down to being simple tasks that where easier to plan. Along with the planning we implemented a "new way" to plan execution projects through visual board planning, making the planned activities visual to technicians and increasing the productivity with above 30%. This has been the template for future projects and successfully implemented on other projects as well, in combination with KPI's measures and control for multiple project organizational levels.

PhD. Candidate: Lean construction within offshore wind construction projects

Bringing scenario planning and lean together in offshore energy construction

The PhD study is in the novel phase, reviewing articles and gathering understanding of the Lean construction and Location Based Scheduling, the initial phases are to apply the models and tools in the offshore environment. Introducing Last Planner System and LBMS methodologies, testing their applicability and how these potentially can bring down cost through execution duration.

Contribution to knowledge:

Exploratory case studies – extending knowledge of; Transformation/Flow/Value theory, theory of constraints and waste theory

Activities besides:

Non-active member of the European call: Lean@Wind – planned to be teaching MBA students in 2020 about scenarios
Core member of a workshop project with Offshore Construction EPC value stream members - implementing scenario planning and lean in the offshore energy construction across the value chain.

Siemens Production System expert

Shopfloor management, Lean principles and optimization of factories, this training is an internal training of Lean experts within Siemens AG. 10 days of training, 2 projects with minimum savings of 50.000 EUR each. The first 5 days of training was held in a circuit breaker factory in Sibiu, Romania concentrating on usage of Lean principles including SMED. Second training was held in a transformer factory in Budapest, Hungary and focused on stabilizing the value stream and shopfloor management based on the principles learned during the first training. The training projects at each location were handed over to the local Lean champions for them to implement.

Analyzed the value stream at both facilities, identified waste and bottlenecks and started with a structured problem solving to reduce these obstacles. Using various methods such as SMED on given tasks, redesigning the value stream, changing the layout to optimize the flow and reduce stock and increase productivity. Introducing KPI's that measured different variables in the value stream, revealing production figures, environment, safety and quality. Which might be things that the factories had visions about, but with their current developments and understanding of safety there was some cultural differences. The results achieved in the selected areas for Budapest is listed below.

- Reduced areal space with 20%
- Increased productivity with 38%
- Reduced stock with 110%

Project Management; Team and Risk management, pitfall analyzes, improvement potentials

Shopfloor management; implementation, visual planning, error proofing

Waste Management; turn waste into profit, global legislations, offshore legislations

Cross cultural, easily adapts into environments, with a humble and wondering approach

Global Wind Organization (GWO); first aid, working at height, fire awareness, manual handling, sea survival
HUET – helicopter under water escape training

UK, safety passport
SAP – basic
Primavera - basic