



From Firefighting to Forecasting

How Groninger eliminated project chaos and lifted on-time delivery from 70% to 96% without adding headcount.

Profile

Groninger GmbH & Co. KG is a German manufacturer of special-purpose machinery for the pharma, cosmetics, and consumer healthcare industries. With 1,300–1,500+ employees and 80–90% of output exported globally, they operate in one of manufacturing's most demanding environments where every machine is custom-built and every deadline matters.

Challenges

- No portfolio visibility
- Disconnected departments
- Delivery dates that couldn't be trusted
- Teams stretched across too many projects at once

Benefits

- 96% on-time delivery (up from 70%)
- 25% more machines produced with the same workforce
- Faster, more predictable project durations
- Full visibility across the entire project portfolio



"With Allex we manage to produce more machines in less time."

Pascal Kottenstein

Head of Operations & Industrial Engineering
at **Groninger**

Objective

Groninger's engineer-to-order model means no two projects are alike. Every machine is built to unique customer specifications with tight timelines and frequent mid-project change requests.

As Groninger grew, this complexity compounded. Project managers were accountable for delivery but had no real control over resources, which were allocated by individual departments based on their own priorities. Capacity was invisible. Buffers were hidden. When something went wrong, as was usually the case, the result was blame, firefighting, and missed milestones.

The root problem wasn't effort. It was structure. Everyone was optimising for themselves, and nobody had eyes on the full picture.

Solution

Groninger deployed Allex to create a single, shared view of every project, resource, and task across the business, replacing departmental silos with portfolio-first thinking.

The shift was as much cultural as it was operational. Hidden buffers became transparent. Priorities became shared. Instead of asking "who's to blame for the delay?", teams started asking "what does the next team need to get started?"

With Allex, Groninger gained real-time capacity forecasting, smart buffer management, and early deviation alerts, so problems surfaced weeks before they became crises. Status meetings got shorter, decisions got faster, and for the first time, project plans actually reflected reality.

Results

96%

On-time delivery, up from ~70%

+25%

More machines produced with the same workforce

Faster

Project durations shortened through early warning signals and proactive replanning

Reliable

Confident capacity decisions based on real data