

ALLEX

EXECUTIVE BRIEF

# The Real Constraint in Your Project Portfolio



**And What AI Can — and Cannot — Do About It**

An executive brief based on the AI vs. CCPM debate.

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# Meet the Experts



## Holger Lörz

Founder & CEO, Alex.ai | Multi-Project & Resource Management Innovator

Holger has spent decades bridging real industrial practice with innovative project management technology. He founded Alex after firsthand experience with project chaos in manufacturing and product development and has built it into a platform that delivers portfolio clarity and simulation-based decision support.

- CEO of Alex.ai, a solution used by engineering and manufacturing teams to improve delivery outcomes
- Expertise in multi-project and resource management
- Deep experience with Theory of Constraints applications in real industrial environments
- Combines practical execution insight with AI-enabled portfolio analysis

*Holger's focus is on making complex project data instantly understandable and actionable for executives.*



## Wolfram Müller

Founder, DolphinUniverse | Project Flow & Constraint Specialist

Wolfram brings 20+ years of hands-on experience helping organizations solve complex project challenges by focusing on bottlenecks and effective sequencing. He has led PMO functions at scale and works with companies to elevate throughput, flow, and practical decision logic through CCPM and Theory of Constraints principles.

- Founder of DolphinUniverse, a global community for high-performance change
- Expertise in Critical Chain Project Management and flow screening
- Known for helping leaders clarify constraints and unlock sustained throughput
- Practical experience across manufacturing, IT, and engineering project landscapes

*Wolfram's work emphasizes how system logic — not just tools — defines performance.*

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**“Those who use AI as their partner in the project business will survive.”**

— Holger Lörz

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**“AI, as we know it at the moment, doesn't help one bit with the bottleneck.”**

— Wolfram Müller

The debate centered around one question:

**Does AI change the system  
or only speed up the chaos?**

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# What Actually Breaks in Multi-Project Environments

*"The biggest mistake in project management training is local optimization."*

— Wolfram Müller

## In multi-project environments:

- ⚡ Each PM pushes to protect their own timeline
- 🛡 Team leads defend their people
- 📢 Sales escalates strategic opportunities
- 📌 Leadership adds priority initiatives

Individually, these decisions are rational  
— but system-wide they create overload.

THE RESULT

**30–40%**

**Capacity Lost to Multitasking**

**€100M**

In a €100M project portfolio, that's tens of  
millions in delayed throughput.



# The Bottleneck Isn't a Theory. It's a Limit.

*"It's about finding the bottleneck in the company - and starting only as many projects as fit through it."*

— Wolfram Müller

Every organization has a constraint.

Software engineering

Integration

Testing

Industrialization

When too much work hits that constraint:



Projects queue up



Buffers erode



Firefighting increases



Decisions turn political

CCPM focuses on **protecting that constraint deliberately** - not by working harder, but by **sequencing better**. Ignore the bottleneck completely and no tool will be able to compensate.



# Where AI Clearly Helps

*"I just ask the AI assistant: Which projects are late? Which task is on the critical path? It just tells me."*

— Holger Lörz

## THE OLD WAY

In large portfolios with thousands of tasks, visibility is expensive. It often requires:

-  Coordination meetings
-  Status slides
-  Manual consolidation
-  Interpretation layers

## WITH AI

When projects, resources, and dependencies are connected, AI compresses that effort. AI can help:

-  Identify portfolio risk instantly
-  See critical paths across projects
-  Run scenario simulations
-  Test trade-offs before committing

AI isn't meant to replace leadership, but instead **reduces friction in getting to clarity**, better enabling clear decision making.



# But AI Depends on Structure

*"AI can only work if there are intelligent systems behind it."*

— Holger Lörz

There was clear agreement on one point:

**AI doesn't rescue disorganized data.**

If project plans aren't properly linked...

If resource constraints aren't modeled...

If priorities shift informally...

Even if AI moves things faster, the system remains unstable.

## CCPM PROVIDES:

- Structured prioritization
- Buffer visibility
- Bottleneck alignment

**AI strengthens what is already structured.**

It struggles where structure is missing.

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# Who Owns the Decision?

*"If the company loses five million, who is responsible?"*

— Wolfram Müller

AI can generate scenarios.  
It cannot carry responsibility.

**Leadership must remain capable  
of evaluating and challenging  
what AI produces.**

AI supports decisions.

**Humans remain accountable.**



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# When One Bottleneck Improves, Another Appears

*"Software development is overloaded today. With AI, productivity could increase significantly."*

— Wolfram Müller

AI is already increasing output in certain areas, especially software. But increasing productivity in one function doesn't magically remove system limits. **It shifts them.**

When software accelerates, pressure moves toward:

Integration

Testing and validation

Industrialization

Early-stage architecture

Organizations that don't understand constraint dynamics often celebrate productivity gains while bottlenecks **quietly move elsewhere.**

The constraint still determines throughput. It's just harder to see.

# Two Phases of Real Change

*"There are two phases: an Emergency Phase and a Proper Phase."*

— Wolfram Müller

## PHASE 1

### Emergency

-  Freeze overload
-  Clarify portfolio priorities
-  Stop multitasking
-  Create immediate transparency

AI can accelerate this step significantly by modeling the current portfolio quickly. **That creates momentum.**

## PHASE 2

### Proper (Structural)

-  Align decisions to the bottleneck
-  Implement consistent buffer logic
-  Establish daily system signals
-  Prevent regression into multitasking

Without structural discipline, early gains fade. Without speed, organizations lose patience.

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# Make It Real

*"Don't just take advice — experience it."*

— Holger Lörz

Clarity doesn't come from theory.

**It comes from seeing  
your own portfolio.**

 Upload real projects.

 Run simulations.

 Expose the constraint.

 Understand the trade-offs.

**Book Your Live  
Simulation Walkthrough**



**30 minutes. Practical. Concrete.**