

SERVICE CAMPAIGN · LEADERSHIP INTERVIEW WITH ROMAN THÖNIG HEAD OF THE BUSINESS UNIT MEDMIX INDUSTRY ON THE REBUILDING OF MEDMIX AFTER 2022.



“We rebuilt the operation, then we made it measurable.”

An interview with Roman Thönig, Head of Business Unit Industry, medmix

Four years after a sudden plant closure forced medmix Industry to rebuild one of its two-component product supply operation from the ground up, Head of Business Unit Industry Roman Thönig explains what changed — and why it matters to the customers who depend on it. In this conversation he covers how medmix now measures on-time delivery, why it invested in regional production and stocking, and what "Confidence Delivered" means in day-to-day operational terms.

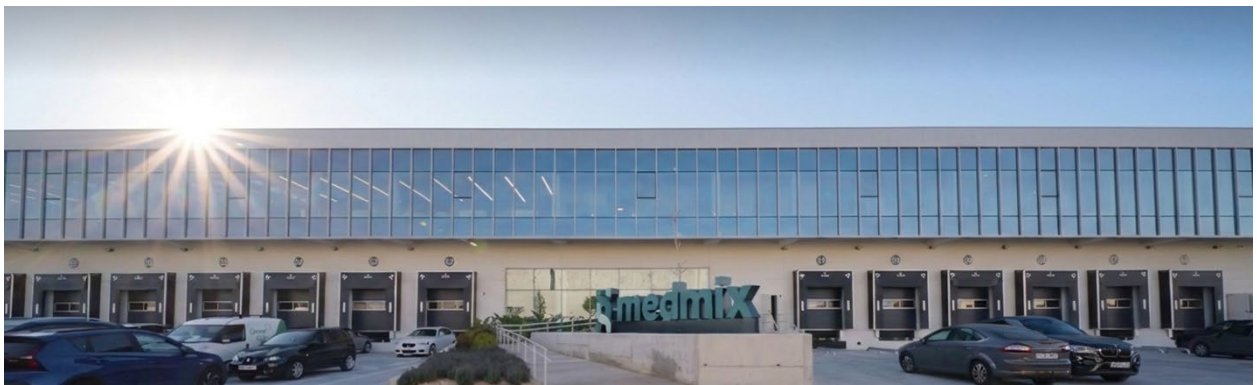


Figure 1: new high-tech production site in Valencia, Spain, built after the sudden disruption of the main production site in Poland 2022

Q Four years on from the 2022 disruption, where does medmix Industry stand today?

RT We stand on a rebuilt foundation. The closure of our main site in Poland in 2022 was sudden and outside our control — it followed the sanctions environment after the war in Ukraine began. Rather than manage a slow recovery, we made a deliberate decision to rebuild capacity properly. Within about eighteen months we designed, opened and ramped up a new high-tech production plant in Valencia, Spain, and we established an EU (Germany) based central warehouse. Today we are fully operational and, by the metrics that matter to customers, performing at or above where we were before.

Q Why Valencia, and what does “high-tech” mean in practice for a customer?

RT Valencia gave us the combination we needed: skilled workforce, logistics connectivity into Europe and beyond, and the room to build a modern plant rather than retrofit an old one. “High-tech” isn’t a label — it shows up as tighter process control, repeatable quality across high volumes, and full traceability from molding through to dispatch. For a customer who is bonding safety-relevant joints, traceability is not a nice to have. It is part of their own quality record.

Q medmix publishes a 95% on-time delivery figure. How is that measured?

RT We measure OTD against the first confirmed date — the date we commit to when we accept the order, not a date we quietly revise later. That distinction matters because it is easy to report a flattering number if you keep re-confirming. Our current average is 95% globally. We publish it with context rather than as a headline, because a number a customer can't interrogate is worth very little.

Across our regional teams we handle roughly 160 to 200 order lines on a normal working day, so this is a figure earned line by line, not an annual abstraction.

Q You're open about the remaining 5%. Why not just promise 100%?

RT Because anyone promising 100% on-time in this market is either not measuring honestly or not telling you the conditions attached. The last 5% is a forecasting topic, not a manufacturing one. When demand visibility is poor, even a well-stocked supplier is reacting rather than planning. So we treat that 5% as a shared objective: we work with the customer on forecast quality, and in return we can shorten lead times and raise delivery satisfaction. It is a more useful conversation than a slogan.

Q How does the regional footprint change what a customer experiences?

RT We manufacture in Spain, Switzerland, the UK, China and the US, with distribution hubs aligned to each region. The point is to keep supply physically close to the customer's line. That reduces exposure to long international lanes, shortens replenishment cycles, and means a disruption in one region doesn't automatically become a disruption for every customer. After 2022, building that regional resilience was a strategic priority, not just an operational one.

Q Talk about the stocking model — what does "500+ high-runners in stock" mean for planning?

RT We hold more than 500 of the most frequently ordered cartridges, mixers and dispensers in regional stock, including our EU (Germany) based central warehouse. For a customer, who converts a large part of our products portfolio from "make-to-order" into "available now," provided demand is reasonably stable. We hold enough inventory plus a certain amount of safety stock to ensure high availability. If, however, short term demand is much higher we still depend on forecast.

Q You emphasize on designing a supply plan per customer. What are the levers?

RT No two production lines are the same, so a single standard lead time fits almost no one well. We build the plan together using a few well-understood mechanisms: a rolling forecast, agreed safety stock, call-off agreements against a blanket order, and consignment where it makes sense. We then re-align the customer's volumes, product mix or schedule change, with one dedicated contact owning the relationship so the customer isn't re-explaining their situation every time.

Q medmix carries four brands — MIXPAC™, QUADRO™, COX™ and MK™. Why does that matter technically?

RT Those four brands let us offer complete and compatible systems from one source: cartridges from 5 to 1,500 milliliters in various ratios, precision static mixers with various geometries, and dispensers across manual, pneumatic and battery-powered formats. The technical advantage is system integrity. When the cartridge, the mixer and the dispenser are engineered to work together, the customer gets predictable mixing ratios and dispensing behavior — and a single point of accountability if anything needs to be optimized.

Q You describe technology and engineering as "part of the service." What do you mean?

RT We hold more than 900 active patents, but the relevant point for a customer is access to that expertise, not the count. Our teams support product selection, mixing-technology questions, air-free filling and storage for bonding quality, and sustainable design of 2K products serving the Adhesive & Sealant Industry. A customer choosing the wrong mixer geometry or piston setting can compromise an otherwise good adhesive. We see it as our job helping our customers to prevent that, before it becomes a field problem. A compatible system like the MIXPAC ones, where all parts fit perfectly is key for a safe application of the adhesives.

Q Sustainability is rising customers' agendas. How does that show up in your range?

RT Through eco-design rather than claims. Our work on recycled materials and life-cycle-driven development — reflected in lines such as greenLine™ and ecopaCC™ — is about reducing the footprint of two-component products without compromising bonding performance. For many customers the practical driver is their own reporting and their end-customers' requirements, so we develop alternatives they can qualify and adopt at their own pace. medmix of course moves on and is already working on future solutions beyond the production of tangible, sustainable products to enable us and our customers to offer for instance recycling services in line with anticipated PPWR requirements coming along us and the entire Industry.

Q To a customer you lost during the disruption — what would you say?

RT I'd acknowledge it plainly: there was a period when we could not supply the way they needed, and that has a real cost on a production line. Then I'd invite them to look at the evidence rather than the apology. Order samples, qualify them, ask us for the delivery figures on the parts they care about. Close customer engagement and regular customer feedback ensure that we meet our customers' needs as much as possible. We rebuilt the operation precisely so that the 2022 situation cannot repeat in the same way, and the fastest way to rebuild trust is to let the performance speak.

Q Finally — "Confidence Delivered." Slogan, or something operational?

RT Operational, or it's worthless. Customers don't simply buy our products; they rely on us to keep their lines running. So, we measure delivery transparently, we invest continuously in regional availability, and we hold ourselves to the first confirmed date. Confidence Delivered is the standard we want to be judged against, not just a line in a brochure.

Q Thanks you, Roman, for the open words and view back and outlook forward. We wish medmix and the whole team great success in the future.

Learn more about medmix Industry's service: https://www.medmix.swiss/products/industry/our_service