



# GOLDRATT SCHOOL

## CORPORATE PROGRAMS

2024

**Outcome-focused executive education in the Theory of Constraints science of management, *delivered at your workplace***

Goldratt School's Theory of Constraints (TOC) learning programs equip leadership teams across functions with TOC frameworks, tools, and methodologies that drive breakthrough performance.



# 2024 - A springboard year to fuel truly breakthrough performance

It has been four decades since Dr Eli Goldratt developed the Theory of Constraints (TOC) to help organizations focus on what truly matters. Today, companies across the globe are discovering that TOC can provide a decisive competitive edge even amidst the growing complexity and uncertainty in business environments.

Goldratt School's 2024 corporate calendar has been meticulously planned to address the biggest challenges weighing on your business operations. As always, these programs conducted at your workplace are designed to drive collaborative, outcome-based learning, regardless of the current level of experience with TOC or the area and scope of the System Constraint.

Apart from our flagship TOC programs in Holistic Management, Process Innovation and Business Innovation, we have introduced a new Full-Track program in Leadership Development. We're also presenting for the very first time, exciting Fast-Track programs such as Hackathon, Audit and Analytics that will initiate rapid progress in your decision to leverage TOC in your organization.

We will continue to hold TOC Club Meets on a variety of key topics in different cities throughout the year, so that the community of practitioners can build on and hone their TOC knowledge. More importantly, you can now run exclusive TOC Clubs in your own firm - we are just a shout away to help you organize the event.

If you're a leader and decision-maker at your organization, we are excited to learn how Goldratt School can play a part in your success.

We look forward to hearing from you.

Sincerely,

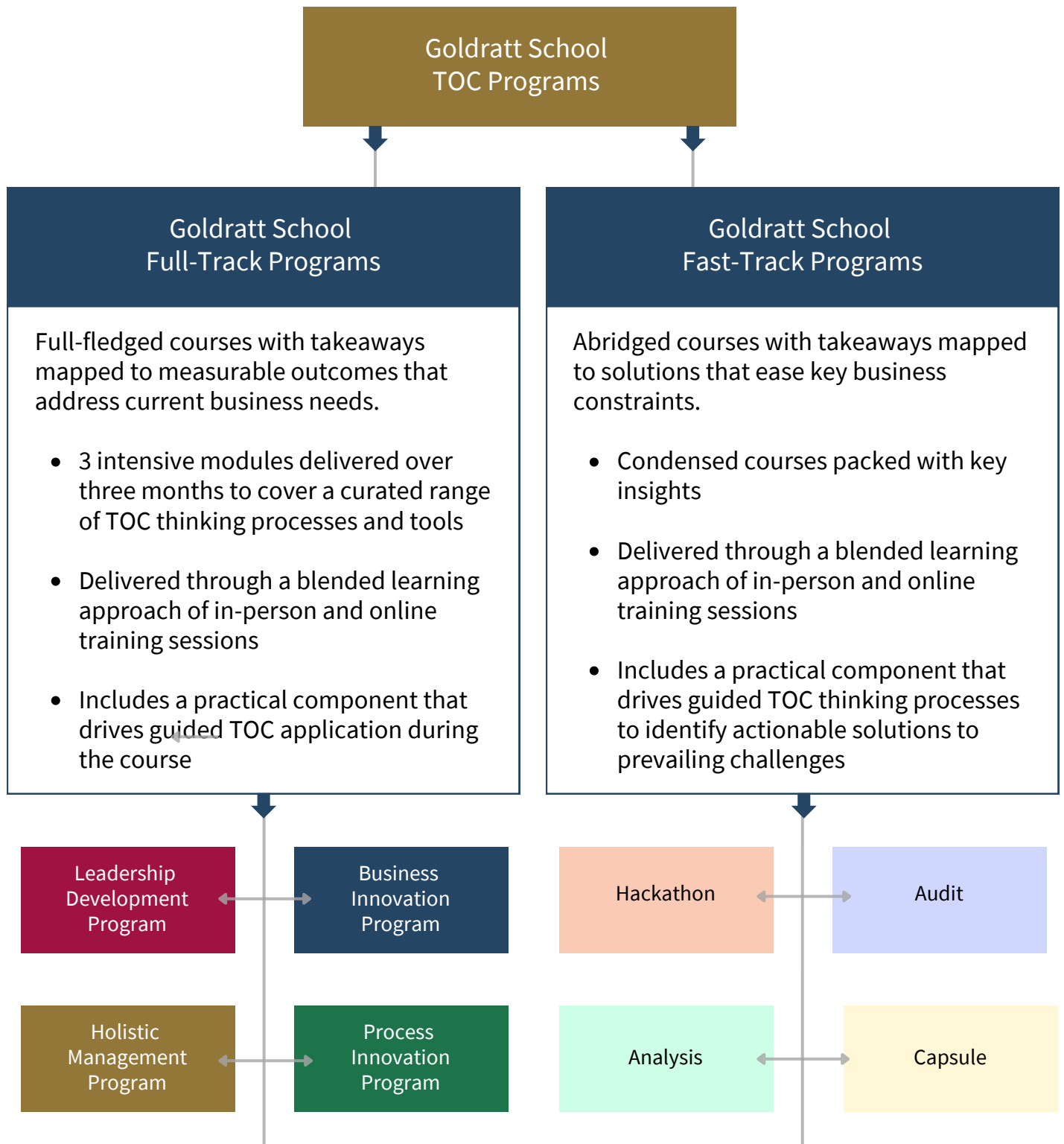


Shridhar Lolla  
*APAC Principal, Goldratt School*



# Goldratt School Academic Programs 2024

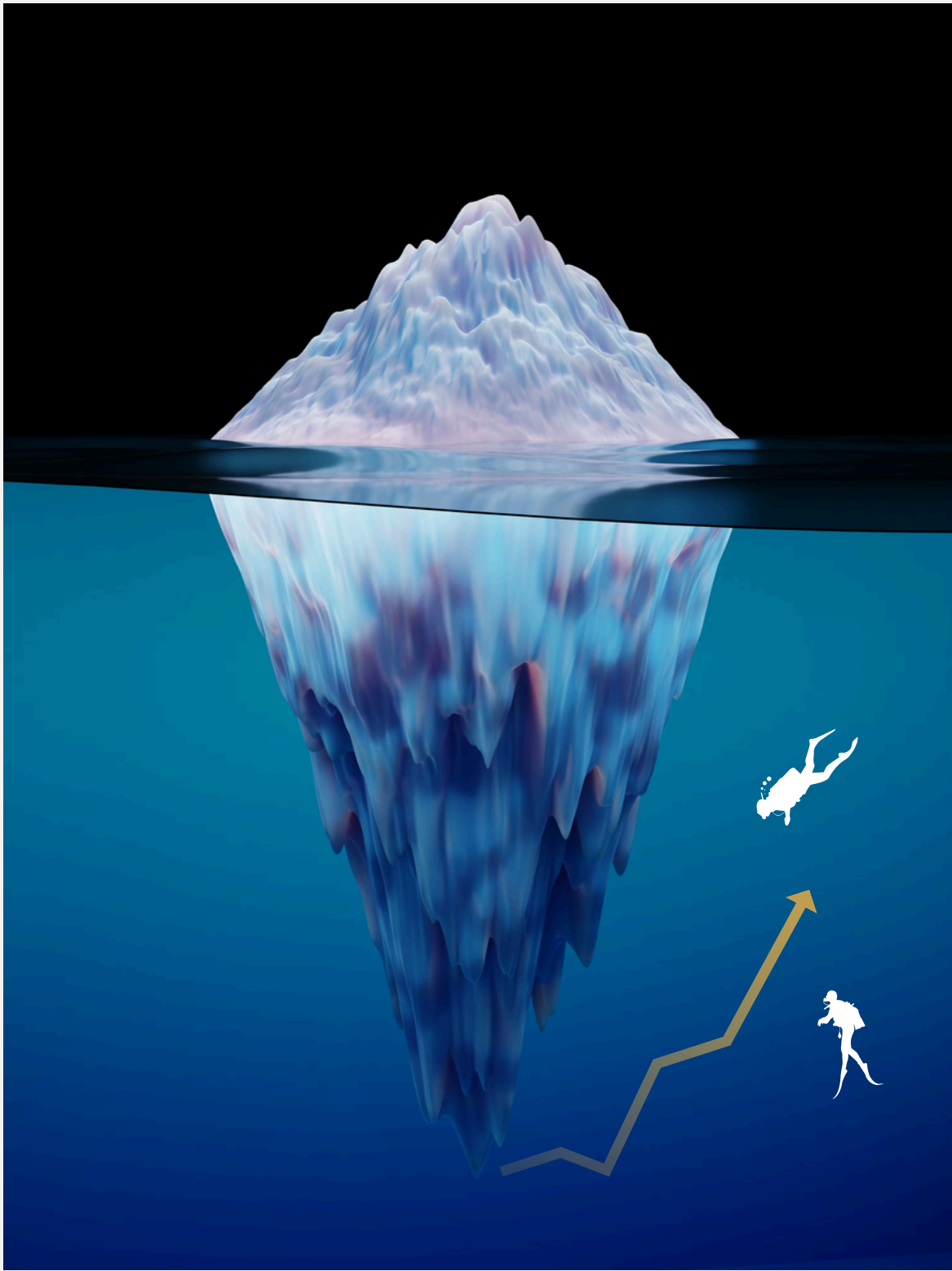
On-Demand TOC courses for leadership teams.





Goldratt School  
**Full-Track Programs**

Deep dive into TOC concepts.



# Full-Track Course Details

## Holistic Management Program

The Holistic Management Program equips senior managers and executives with the skills to successfully practice TOC in their organizations. HMP blends knowledge and practical application to ensure that participants take away tangible business outcomes by the end of the course. The course instruction follows the Learning Cycles approach and includes Discussions, Presentations, Case Studies, Videos, Games, Simulations, and Feedback sessions.

### Key Objectives

- Improve management’s decision-making
- Improve team communication
- Build the ability to navigate Complexity

### Program Structure

The HMP consists of six Sessions delivered in 14 training days spread across six months. Each Session will take no more than 3 days to attend. The course provides a gap of 4-5 weeks between Sessions to facilitate the Learning Cycle and guide participants to take classroom learning into the reality of their environments.

### Holistic Management Program - Success Stories

<p>A Consumer products company increased sales by <b>20%</b> while cutting the total number of sales calls made.</p>	<p>A pharma company reduced inventory by <b>15%</b></p>	<p>A Power distribution company reduced inventories of electric meters by around <b>20%</b></p>
<p>An Auto Dealer found the answers to his challenges:</p> <ul style="list-style-type: none"> <li>• What is the value a dealer can offer his customer?</li> <li>• How to increase sales in a market of negative growth?</li> <li>• How to deal with increasing transactional sales vs consultative sales?</li> </ul>	<p>A Steel components producer used Throughput Accounting to make a decision that <b>doubled</b> its daily throughput.</p>	<p>A Battery manufacturing company increased dispatches from Plant by <b>INR 30 Cr</b></p>
	<p>A Consulting services firm <b>tripled</b> the number of workshops it conducted without hiring more consultants.</p>	<p>An elevator manufacturer increased its On Time Performance from <b>15% to 85%</b></p>

# Full-Track Course Details

## Holistic Management Program Map

### 01

#### Foundation

- The Goal
- TOC Five Focusing Steps
- Throughput, Inventory, Operating Expense
- 4 Quadrants of Change
- Negative Branch Reservations

### 02

#### Decision-making

- Decision Making and the Numbers
- Throughput Accounting
  - Comparison with cost accounting
  - Testing various decision types
- Evaporating Clouds
  - Conflict tool
- Mystery Analysis
  - Identifying cause of gap in expectations

### 03

#### Flow of Work and Flow of Inventory

- The 4 Concepts of Flow
- Release Control, Multitasking, Full-Kit
- WIP Boards - A tool to enable the flow of work
- Inventory Flow
  - When inventory is and is not needed
  - Why companies are plagued with both surpluses and shortages
  - The damage done by the way Forecasts are used
- TOC Inventory Replenishment

### 04

#### Flow of Orders and Jobs

- Drum Buffer Rope
- Buffer Management
- POOGI (Process of Ongoing Improvement)
- Protective Capacity
- Shapes of Flow (and their respective traps for flow delays)

### 05

#### Flow of Projects

- ODSC – Clarifying a project’s Objectives, Deliverables, and Success Criteria
- PFD – Constructing the project, beginning with the end in mind
- Critical Chain – Defining a project’s duration and setting the baseline for execution
- Buffer Management – Focusing execution to mitigate the real risks to the project commitments.

### 06

#### Generating Value

- Value - The strict TOC definition of value
- UnRefusable Offers – How to construct a winning offer
- Layers of Resistance – Important for sequencing communication
- Ever Flourishing Company
- Thinking Clearly
- Graduation

# Full-Track Course Details

## Leadership Development Program

The Leadership Development Program (LDP) empowers leadership teams with a structured framework of tools and methods that catalyses breakthrough performance by building and leveraging key shifts in paradigms.

The program fosters the 'growth mindset' through contextual interactions to remove silos and build holistic solutions.

Course instruction follows the approach of Learning Cycles & includes Discussions, Presentations, Case Studies, Videos, Games, Simulations, and Feedback sessions.

### Key Objectives

- Align Functional/Departmental goals to the Company Goal
- Identify Constraints that determine Growth
- Make better and quicker decisions even amidst growing complexity

### Goldratt School Client Testimonials

"Indeed, it is [the] contribution of all able faculties and facilitators who were able to create [an] interest in us and make us knowledgeable to implement the Holistic management concepts. We are committed for further learning and implementing the systematic concepts [and] to make changes at our places so that all get benefited."

- Ashok Kumar  
Chief of Operations, Tata Steel Downstream Products  
*Holistic Management Program alumnus*

"A highly recommended program for organizations who are trying to build a highly structured innovation culture for sustained business. The program uses many thinking processes and frameworks to innovate and address gaps that may arise while executing any solution. It was very insightful and engaging."

- Krishnan Unni  
Director, Human Capital Development  
Mega We Care - Mega Life Sciences  
*Business Innovation Program alumnus*

"By identifying the constraint, we subordinated all the resources to the system constraint and are today operating at 15,500 MT per month up from 12,000 MT.

Implementing TOC, we forecast scaling up to 20,000 MT in a few months."

- Rajesh Kumar Chaudhury  
Chief, Operations and Projects, TSPDL  
*Holistic Management Program alumnus*

"This has been one of the most mind-opening courses for me and I thank Goldratt School for bringing this course to India."

- Saif Qureishi  
MD& CEO, KRYFS Power Components  
*Business Innovation Program alumnus*

# Full-Track Course Details

## Leadership Development Program Map

### Program Structure

- 3 modules delivered across 3 months
- Each module is conducted across 2-3 sequential days, providing a gap of 4-5 weeks between modules to facilitate the Learning Cycle.

## 01

### Goal Alignment at System and Sub-System Levels

- Are System and Constituent Entities Aligned?
- Learning through Simulation
  - Constraints & Non-Constraints
  - TOC Measures: Throughput, Inventory Operating Expenses
- Applying Learning to Your Business
  - Define System & Sub-systems
  - Define and Identify Goals & Constraints

## 02

### Building Focus

- Learning to Focus
  - What constitutes “Focus”?
  - Seductive 7s
  - Constraint & Non-Constraint
  - Exploitation vs Elevation
  - Subordination
- Applying Focusing Steps to your Sub-system
  - Stop ‘What not to do’
  - Identify the System Constraint
  - Exploit Ideas
  - Follow the Rules of Subordination

## 03

### Decision-making by Throughput Accounting

- What drives sub-optimized decisions?
- How aligned are Local Decisions with the Global Goal?
- Learning through Simulation & Exercises
  - Throughput-based Accounting Statement
  - Key Management Decisions
- Applying learning to Your business
  - Your Throughput-based Accounting Statement
  - Making a Decision when the right decision is not the likely decision





# Full-Track Course Details

## Business Innovation Program

The Business Innovation Programme gives management teams a comprehensive tool-box that guides out-of-the-box thinking, from defining a potent value proposition to building business model and driving execution. By the end of the programme, participating executives will arrive at a complete buy-in model for their value propositions and detail how the business model will roll out.

Course instruction follows the approach of Learning Cycles & includes Discussions, Presentations, Case Studies, Videos, Games, Simulations, and Feedback sessions.

### Key Objectives

- Define a Clear Value Proposition
- Develop a Profitable Business Model
- Obtain buy-in of the stakeholders for Execution

### Business Innovation Program - Client Testimonials

“The process helped us generate breakthrough ideas to come up with exceptional product designs for new collections due for launch by our customers. It made us identify and define market segments and value propositions through 3 different eyes – Market, Customer & Product.

Because it is methodology driven and systematic, we depended far less on momentary individual brilliance or inspiration to trigger out-of-the box thinking.”

- Kapil Ghorse  
Vice Chairman, Sheeting Int. Marketing, Trident Group

“That was [a] really amazing ‘logical process’ for everyone to be an innovator.

The biggest concern for the pharma company is the uncertainty for the hit ratio of new products which will determine the company’s sustainability. It became almost like a Russian-roulette (this is the reason why we invest so much in this).

When we use this process, the hit ratio for new products can be [a] stable one. This itself is the innovative thing for the company’s management.”

- Shuhei Yoshida  
Executive Vice President  
Senju Pharmaceutical Co

“The process was eye-opening for our organizations, and now it is a crucial part of our new product development cycle. It helped us to acquire entrepreneurship mentality by truly thinking outside the box and focusing on adding significant value to get into the blue ocean from the red ocean.”

- Nagatake Masayuki  
President and COO, TOMY International

# Full-Track Course Details

## Business Innovation Program Map

### Program Structure

The BI consists of three Modules spread over three months. Each module will be conducted across 2 sequential days, providing a gap of 4-5 weeks between modules to facilitate the Learning Cycle. Modules include:

- Value Analysis
- Business Model Design
- Execution Plan

# 01

## How to come up with the next big thing?

- Defining value: Orientation for breakthrough innovation
- Needs Map analysis: Devising the strategic canvas
- Mystery analysis: Looking at current value
- 3 Eyes analysis: Identifying new value

# 02

## How to convert the idea into a successful business?

- Concept Design: Visualizing the concept and eliminating the main obstacle
- Concept Evaluation: The 6 questions of technology
- Market Evaluation: The 4 Quadrants of Change
- Fine-tuning the Value Proposition
- Business Model: The 6 Dimensions

# 03

## How to align all needed Stakeholders to support it?

- Buy-in Process: The Layers of Resistance
- Aligning Value Proposition, Business Model, and Execution Plan
- Visualizing the Sales Process: Virtual Brochure or Sales Presentation
- Business Assessment: Return on Investment
- Planning for next steps
  - Full-kitting
  - Feedback Loop
- Graduation: Final Presentations



# Full-Track Course Details

## Process Innovation Program

The TOC Process Innovation for Breakthrough Results trains Senior Executives to better verbalize problems, analyze and validate assumptions, and arrive at breakthrough solutions. By the end of the program, participating executives will arrive at a complete buy-in model for their solutions and detail how it will get them closer to their Goal.

### Key Objectives

- Uncover the Core Conflict and Vicious Cycle that block your organization from achieving its next jump in performance
- Develop simple, robust solutions that bring immediate and sustainable results
- Convert Resistance to change into Collaboration to improve
- Quickly identify and remedy obstacles during implementation

### Process Innovation Program - Client Testimonials

“The Process Innovation Program helped us articulate our vicious cycle by mapping the current Reality Tree for our company... We came up with the Strategy & Tactic Tree with strategy at [the] management level and inline actions for the lower levels.

We were able to devise a total process innovation strategy to solve current problems while simultaneously generating new products for the future. We achieved an overall increase in sales growth from 3% to 11.1% with overseas sales rising by 95%.”

- Mr Michikazu Nakamura  
CEO, NKE

“We applied the TOC concepts and tools to break the vicious cycle of overproduction that our Company was stuck in. On-time Delivery performance went up to 95% from 65%. Production Volume went up to 950 units from 650 units. Lead times became shorter and WIP drastically reduced. “

- Mr Akio Nomura  
Managing Director, Yada Kogyo

"We were struggling since 2012. Our sales had hit the lowest since the last few decades. We participated in the TOC Process Innovation course to unearth what our decisive competitive edge was and what actions should we take if we had a moving constraint. How to define the core conflict and what actions to take to remove the conflict really helped us in coming out with the direction of solution we badly needed.

... This program enabled us to design the entire Strategy and Tactic Tree for the organization. We were able to achieve 3 Billion Yen in sales from 2 Billion Yen the previous year. We are continuing to implement what we learned and everyday reap new benefits.

- Mr. Masayuki Kobayashi  
CEO, Kobayashi Perfumery

# Full-Track Course Details

## Process Innovation Program Map

### Program Structure

The PIP consists of three Modules spread over three months. Each module will be conducted across 2 days, providing a gap of 4-5 weeks between modules to facilitate the Learning Cycle. The modules will teach participants to:

- Analyze the current reality and come to a full understanding of all the conflicts.
- Develop a strategic Solution for the Company to achieve significant growth.
- Map the Strategy & Tactic Tree.
- Implement the Solution and make it a key part of how the Company is run.

# 01

What to change?  
Identify the core problem.

- Set ambitious targets aligned to the company's Goal.
- Use the first level of cause-and-effect based thinking process tools to clearly identify & define the Core Problem.

# 02

What to change to?  
Discover and describe  
the Breakthrough solution.

- Challenge the assumptions behind the Core Problem. New perspectives give a paradigm shift to the way things are done.
- Lay down the criteria for a breakthrough solution through a guided process.
- Use Thinking Process Tools to revise the solution and make it robust. Construct the holistic solution through the Strategy & Tactic Tree framework of TOC.

# 03

How to cause the Change?  
Communicate and seek  
buy-in for deployment.

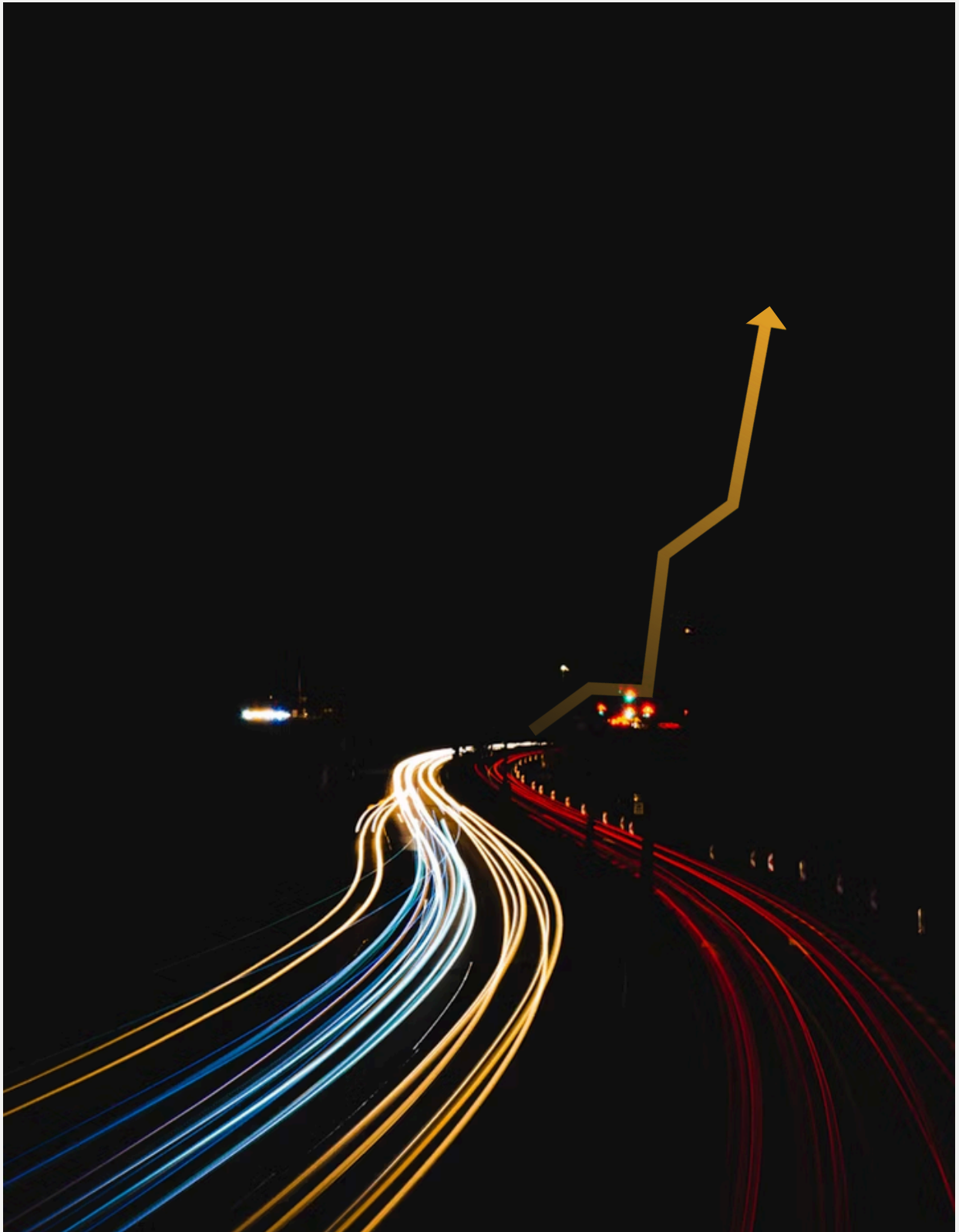
- Specify solution tactics with TOC's flow management. Frame the change management process with the 4 Quadrants of Change to get buy-in even while dealing with resistance.
- Build the mindset and tools to anticipate execution challenges and manage the unexpected.
- Seek sponsorship for the implementation of the solution from key decision makers in their firms, armed with guidance from Goldratt School. The session culminates in award of certification.





Goldratt School  
**Fast-Track Programs**

TOC learning in fifth gear.



# Fast-Track Course Details

## TOC Hackathon

**Experience the power of TOC in action. Invest a mere 50 hours to extract viable TOC implementations aligned with the Performance Goal.**

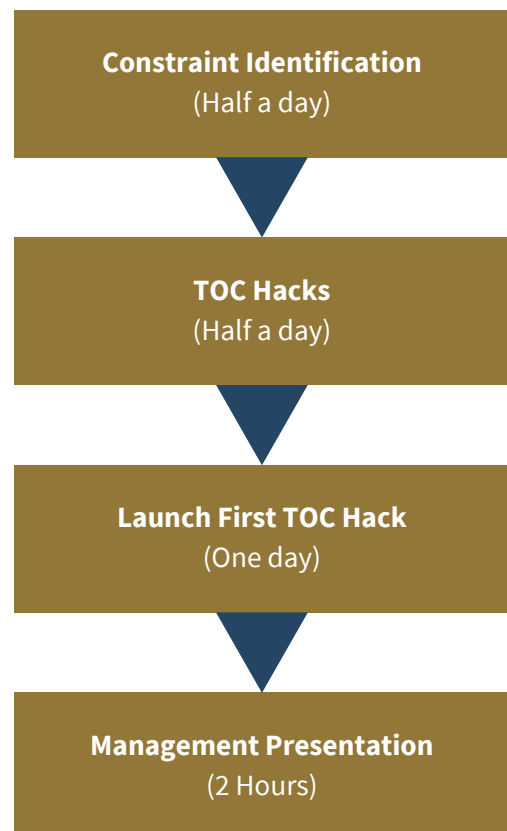
The TOC Hackathon is an intense 50-hour accelerator that will guide your team to identify TOC solutions for pressing problems. Some of the issues you will solve with the help of veteran TOC specialists are low profitability, capacity constraints, unreliable deliveries, chaotic supply chain, delayed product launches, the risk of big capital investments, and more.

### Key Objectives

- Clear identification of the Constraint holding back your business
- Implementation of the key TOC injection
- Performance dashboard and SOP
- A Roadmap to implement the TOC solution
- A Management presentation to win buy-in for the implementation

### Program Structure

- Identifying a Significant Chronic Problem
- Developing TOC Hack
- Implementing the first TOC Hack
- Management Buy-in



## *Fast-Track Course Details*

# **TOC Audit**

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The Audit Fast Track enables organizations and teams experienced in TOC to assess the level of TOC implementation and course-correct where necessary.

### Key Objectives

- Calibrate Maturity Level of TOC Implementation
- Identify opportunities for course-correction
- Seek Recommendations for Improvement

### Program Structure

- Selection of Focus Area
- Dip Study of Implementation
- Areas of Improvement
  - Performance
  - Compliance
  - Opportunity

## *Fast-Track Course Details*

# **TOC Analysis**

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The Analysis Fast Track enables organizations and teams to identify the current biggest constraint, articulate areas where TOC can drive the greatest business impact and chart out a path towards implementation.

### Key Objectives

- Assess current organizational processes with a team of GC consultants
- Identify opportunities for TOC implementation
- Chart out the TOC implementation plan and align key stakeholders with the change

### Program Structure

- Scoping and Expectation Setting
- Data Collection
- Describing Current Reality
- Developing TOC Injections
- Management Presentation

# Fast-Track Course Details

## TOC Capsule

### TOC sessions hyper-focused on your domain.

Each Capsule guides participants through domain-specific TOC applications within the context of their organization. The firm can choose topics like product development, projects, production, distribution, retail, IT etc.

### Key Objectives

- Understand Core Business Problem
- Know how organizations are using TOC to deal with challenge
- Learn the Generic TOC Solution

### Program Structure

- Core TOC Concepts
- Case Studies
- TOC Solution

### TOC Capsule Programs: Categories & Concepts

#### Frameworks

- 5 Focusing Steps
- Throughput Accounting
- 4 Quadrant of Change
- 6 Questions of Technology
- Thinking Process Tools
- Strategy and Tactic Tree
- Rules of Flow
- Guarding Against Seductive 7

#### Application

- DBR and Buffer Management
- T, I & OE and Throughput Accounting
- Critical Chain (CCPM)
- Pull System and Replenishment
- Unrefusable Offers and Market Segmentation
- Overcoming Resistance and Handling Reservations
- Communication and Team Building
- Immunizing the Future of your Company
- TOC for IT Industry
- Sales and Operations (SNOP)

#### Knowledge Series

- Operations
- Finance and Measurement
- Project Management
- Distribution & Supply Chain
- Marketing
- Sales & Buy-in
- Managing People
- Strategy and Tactics



# Community TOC Club

## Let's talk TOC!

TOC Club is Goldratt School's flagship platform to engage practitioners and aspirants of the TOC body of knowledge. We hold frequent TOC Club meets in different cities across India, each focusing on applying TOC in a specialized domain. It is a forum for TOC folks to come together, keep in touch with new learnings, bounce off ideas, and hold rich conversations around TOC concepts. There's usually plenty of tea, coffee and snacks to go around, of course.

You can also ask us to set up a TOC Club meet in your organization and invite others in your network, if you like. Reach out to us, and we'll help you design the event.

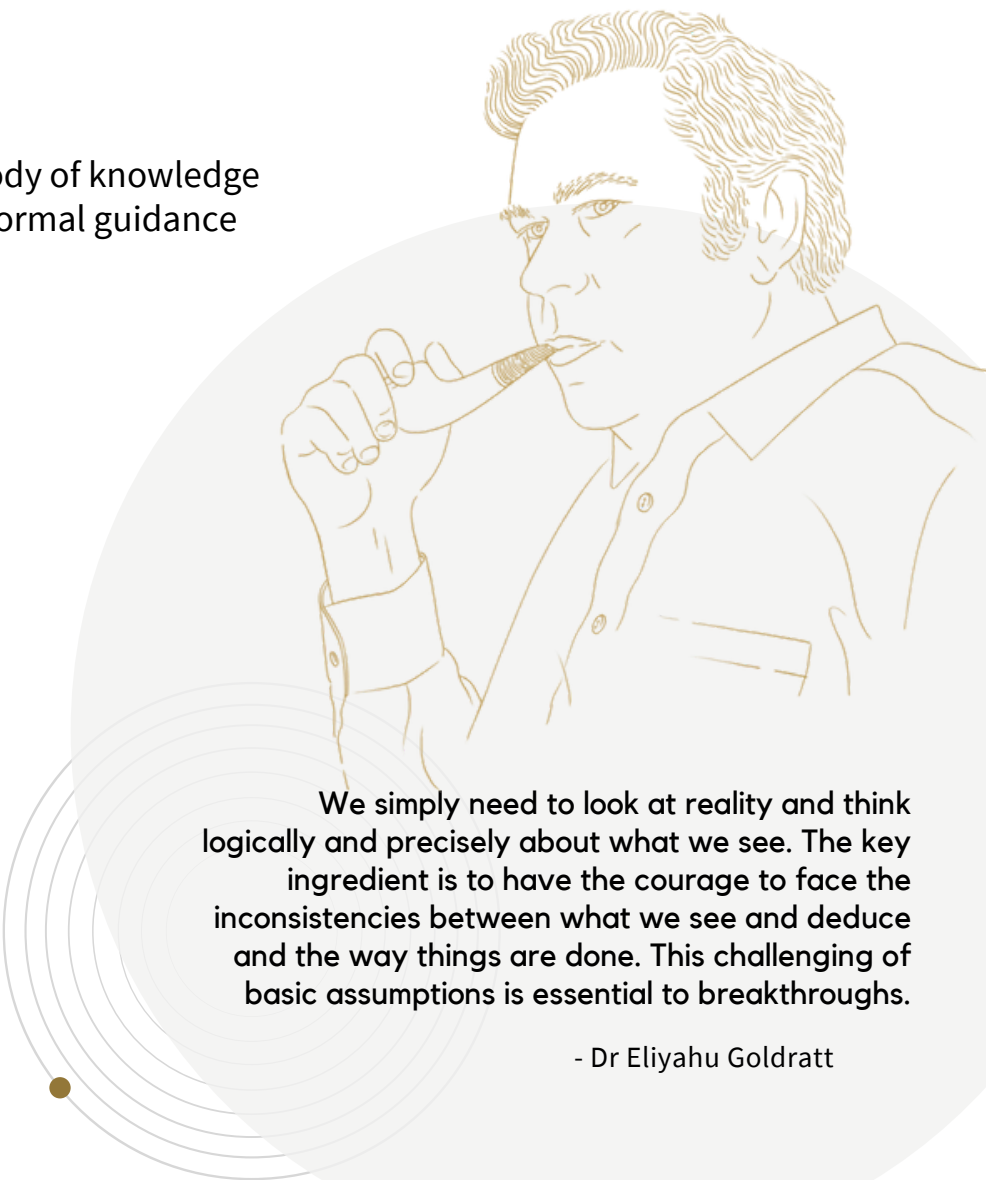
TOC Club meets are not paid events.

## Key Objectives

- Spread Awareness of TOC
- Share the latest in the TOC body of knowledge
- Bounce off ideas and seek informal guidance

## Program Structure

- Topic of the Day
- One Concept
- One Case Study
- QnA

A stylized line-art illustration of a man in a suit smoking a cigar. The illustration is rendered in a light orange or gold color and is set against a circular background. The man is shown in profile, looking towards the left. The background features several concentric circles of varying radii, creating a ripple effect. A small solid gold dot is located at the bottom left of these circles.

We simply need to look at reality and think logically and precisely about what we see. The key ingredient is to have the courage to face the inconsistencies between what we see and deduce and the way things are done. This challenging of basic assumptions is essential to breakthroughs.

- Dr Eliyahu Goldratt



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