

Adopt a new approach  
to business management

Dr. Eli Goldratt's



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**Theory Of Constraints**

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New Delhi - Chennai - Mumbai  
February 9 - 11 - 13, 2004

# The conundrum

## Adopt a new approach to business management

Are you content with your organization's "continuous improvement"? Are you thinking of another "organizational transformation" exercise? Are you constantly fighting to stay in the cost volume profit race? Have you taken steps to realize every bit of shareholder value from your operations?

In short, you are doing everything you can to move your company ahead in this hyper-competitive environment. You may be doing reasonably well, even recognized by others.

And yet, you know deep inside, that you are scratching the surface. You know that you can do far better, by your own conviction. You know there is that elusive something that is missing. If only you were able to put your finger on it and do something about it, you would move ahead by leaps and bounds, leaving the rest of the industry far behind!

## Welcome to the world of the "Viable Vision"

The world where you can discover new horizons. With a viable vision, companies have become industry leaders by huge margins in the space of months, not years! They have found a way to open up the throughput channel of the company - multiplying sales, not growing them! They have found those key "norms" that have been the pillars of their industries for years - the ones that everyone takes for granted - challenged them and redefined the name of the game, while their competitors are still guessing!

Meet the man behind the concept of the "Viable Vision" and the success of these pioneers. Dr. Eli Goldratt - thinker, business leader, author, iconoclast, and inventor of "Theory of Constraints". As part of a 3-city tour, Dr. Goldratt will be introducing business leaders to the exciting possibilities that the "Viable Vision" approach throws up. Dr. Goldratt recognizes that it is in the upcoming countries like India that there is the hunger to upset the status quo, to leapfrog into leadership positions and to make an imprint on the global map.

Dr. Goldratt will show leaders and managers like you how companies are discovering the blocks in their throughput channel, the way they have devised comprehensive solutions consisting of many small jigsaw pieces put together as a coherent whole, why TOC is at the foundation of this extraordinary path and how they have implemented its principles, to propel their growth.

## What are the Theory of Constraints and the "Viable Vision"

Dr. Goldratt developed the Theory of Constraints (or TOC) in the 1980s and '90s. TOC attracted many large and small companies who realized substantial improvements in their operations. Much of this "improvement" mindset reflected the growth of the body of TOC knowledge, segmented by different business areas.

Starting from production operations to distribution and sales, then to project management process and marketing, companies implemented TOC bit by bit. The fundamental principles of TOC are embodied in the "five focusing steps" which revolve around managing constraints - physical machinery (rarely) and non-physical policies / practices (mostly).

By the beginning of this century, Dr. Goldratt realized that while each individual TOC solution was extremely powerful, the real break-through company-wide "holistic" implementations had another ingredient - the "Viable Vision". Using TOC, Dr. Goldratt had identified the core blockage that was at the heart of the clients' industry, found a way of rewriting industry rules, created a new vision for the company, and set the organization on a path of seemingly unconstrained growth!

Dr. Goldratt set about systematically to institute this into what he now calls the "Viable Vision" process. The program is now running full house in major corporations in the US & Europe and is gathering momentum in the rest of the world.



## Dr. Goldratt's offer to the Indian Industry

In the one-day program, Dr. Goldratt will cover:

- The concept of constraints and its implications for businesses
- The Theory of Constraints and the TOC solutions
- The "Viable Vision" approach
- Discussion of many cases and practical examples of how and what companies have achieved using TOC and "Viable Vision" approaches

The good news does not end here. For 15 companies who attend the conference, Dr. Goldratt will develop their "Viable Vision" for no charge. These 15 will be chosen according to their keenness and other criteria the final choice will be his alone!

Siemens and Goldratt India consultants working under Dr. Goldratt will collect relevant information from the companies and make the necessary analysis after the seminar, for Dr. Goldratt's selection.

Around two months after conclusion of the conferences, Dr. Goldratt will visit India again to hold individual meetings with the CEOs and top management of these 15 companies, demonstrate their viable vision and outline their implementation plan.

These companies will then have the choice of going ahead with implementation on a risk-sharing basis with Dr. Goldratt and Siemens / Goldratt India or call it off without any commitments, if they so wish to.

## The Seminar

Siemens Information Systems Ltd, Mumbai and Goldratt India, New Delhi, two consulting companies that offer TOC expertise to Indian Industry, have sponsored three one-day seminars to bring Indian industry leaders on-line with these exciting developments:

- ❖ New Delhi Feb 9, 2004 at the Le Meridien
- ❖ Chennai Feb 11, 2004 at the Welcome Chola Sheraton
- ❖ Mumbai Feb 13, 2004 at the JW Marriott Hotels

This event is being produced & organized by Trade Fairs and Conferences International - Creators of New Frontiers in Technology Marketing.

## TOC Reference Bank

**Boeing:** The PCB shop has achieved a 75% reduction in lead time; a 60% reduction in WIP inventory; and a 150% increase in Throughput and an on-time delivery rate that approaches 100%.

**Ford Motor Company:** Reduced lead times by an additional 60-80% and improved on-time to 98%; reduced quality defects by 50%; improved investment efficiency by 20% and on-time delivery by 38%.

**General Motors:** Constraint plants are identified across the corporation, and teams are sent in to work with the resident throughput engineer to increase the rate of throughput improvement, using basic TOC techniques until the plant is making schedule without overtime.

**Motorola:** Increased throughput by 150% and reduced cycle times by 20%. Benefits to the Fab plant came in terms of added capacity allowing the addition of more technologies to the line.

**Pharmacia:** In a very short time, Lead time was reduced over 60%, due-date delivery improved to over 90% and throughput increased and package rate was increased from 20 per month to 50 per month (a throughput increase of over 150%).

**Rockwell International:** Delta engine program realized a 33% reduction in cycle time and a 25% reduction in costs. Manufacturing discrepancies reduced 31% and material reviews reduced 44%.

**Unilever:** 4X4 process was used to develop strategy. Unilever went live with TOC rules and reports in place. During the implementation the constraint shifted from external to internal.

(for more information, please visit [www.eligoldratt.com](http://www.eligoldratt.com))

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Siemens Information Systems Ltd.

Siemens Information Systems Ltd. (SISL), is one of India's leading business solutions providers with skills ranging from consulting, implementation and managing operations. The Management Consulting Division is a partner of Goldratt Australasia, the Goldratt network company that covers this region. Having implemented TOC in many companies, SISL is now implementing the TOC way of managing projects at L&T along with Goldratt network consultants.

Principal Sponsor

# Goldratt India

Goldratt India, New Delhi previously Time-n-Cash Inc. is a member of Goldratt Australasia network of TOC consultants and has implemented TOC in a number of companies across the country. Goldratt India has helped its clients in discrete industries to improve their Sales and Cash through the application of TOC. One of the clients, Indo-Asian Switchgear was featured in the last "TOC World" congress held in the USA.

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If you are interested in finding out more about the "Viable Vision" offer or TOC, participate as a sponsor or a delegate, be one of the pioneers in India and keep track of what your competitors are planning, want to be a candidate for Dr. Goldratt's offer, or in any way take part, contact S. Devishankar on (91-22) 5692 3162, 5697 8286 or (91)-98215 46272 or email [devi@tfci.com](mailto:devi@tfci.com)

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New Frontiers in Technology Marketing

B-1078/1079, Oberoi Gardens Estates, Chandivali Farms Road, Chandivali, Andheri East, Mumbai – 400072

Tel: +91 22 5697 8286. 5692 3162 Fax: +91 22 5694 1355.

Bangalore: Tel: +91 80 5115 6661/62, 845 5902. Fax: +91 80 845 5901