

# TOCICO 2018

## International Conference

APRIL 29 – MAY 1 | THE LUXOR HOTEL, LAS VEGAS



FOR MORE INFORMATION VISIT:

[tocico-conference.com](http://tocico-conference.com)

**CERTIFICATION EXAMS: Saturday, April 28th**

**PRE-CONFERENCE WORKSHOPS: Sunday, April 29th**

<b>8:00 to 9:00</b>	Registration and Continental Breakfast						<b>Foyer</b>
<b>9:00 to 12:00</b>	<b>Galleria A</b>	<b>Galleria B</b>	<b>Galleria C</b>	<b>Galleria D</b>	<b>Galleria E</b>	<b>Lotus 3</b>	
	Odyssey <i>Dr. Alan Barnard</i>	Mafia Offer Boot Camp <i>Dr. Lisa Lang, Brad Stillahn and Beau Ganas</i>	Healthcare/ Pride & Joy <i>Alex Knight</i>	Simple Games Help Our Community Know the Commonsense Power of Theory of Constraints <i>Dr. Russ Johnson</i>	Intro to TOC Project Management <i>Dr. James Holt</i>	Get Your Focus On <i>Lisa Scheinkopf</i>	
<b>12:00 to 1:00</b>	Lunch Exhibition Hall Opens						<b>Lotus Ballroom Foyer</b>
<b>1:00 to 4:30</b>	<b>Galleria A</b>	<b>Galleria B</b>	<b>Galleria C</b>	<b>Galleria D</b>	<b>Galleria E</b>	<b>Lotus 3</b>	<b>Platinum Boardroom E</b>
	Odyssey <i>Dr. Alan Barnard</i>	Mafia Offer Boot Camp <i>Dr. Lisa Lang, Brad Stillahn and Beau Ganas</i>	The Dream Implementation — TOC revolutionizing large scale roll-outs <i>James Powell</i>	Re-Engineering Sales <i>Justin Roff-Marsh</i>	Experience It Yourself — Experience the Full Critical Chain Solution (An Interactive Workshop) <i>Dee Jacob &amp; Bob Jacob</i>	Demand Driven: A Practical Workshop on The Strategy of Flow <i>Debra Smith</i>	TOCICO Certification Exam Available on Saturday, April 28th
<b>5:00 to 6:00</b>	TOCICO General Meeting						<b>Lotus Ballroom</b>
<b>6:00 to 8:00</b>	TOCICO Happy Hour and Exhibits (Cash bar, light snacks)						<b>Foyer</b>

### DAY ONE: Monday, April 30th It's All About Results! *Company Executives*

<b>8:00 to 9:00</b>	Registration and Continental Breakfast	<b>Foyer</b>
<b>9:00 to 10:30</b>	Welcome and Introduction <i>Alex Knight</i> Enterprise wide TOC Implementation at 83B US\$ conglomerate (Hitachi) <i>Kaoru Watanabe</i>	<b>Lotus Ballroom</b>
<b>10:45 to 11:30</b>	<b>RESULTS Story — Galleria B &amp; C</b>	<b>RESULTS Story — Galleria D &amp; E</b>
	Delta Air Lines: Catering Strategy & Logistics: 4 Major Problems Overcome in Global Catering Supply Chain <i>Bruce Watson &amp; Angela Cain</i>	FL Smidth: Engineering to Order – engineering, procurement, and production in one flow <i>Yaniv Dinur</i>
<b>11:45 to 12:30</b>	<b>RESULTS Story — Galleria B &amp; C</b>	<b>RESULTS Story — Galleria D &amp; E</b>
	Business Transformation at Jindal Steel & Power Ltd. Using TOC Measurements and Weekly Review Process <i>Mr. Pankaj Gautam &amp; Ravi Gilani</i>	Transformation of a Trademark Service Provider into a Fast-Growing Dynamic Processing Machine <i>Patrick Hoefsmit &amp; Oliver Hoefsmit</i>
<b>12:30 to 2:00</b>	Lunch — Plated 30 Years of Success: TOC & Throughput Improvement at GM <i>Jeff Miller &amp; Kevin Kohls</i>	<b>Lotus Ballroom</b>
<b>2:15 to 3:00</b>	<b>RESULTS Story — Galleria B &amp; C</b>	<b>RESULTS Story — Galleria D &amp; E</b>
	Engineering Reality at WiseTech Global: Core Conflict – Friend or Foe? <i>James Powell</i>	TOC Based Supply Chain Synchronization for Army Combat Uniforms & Equipment <i>Bill Kernodle</i>
<b>3:15 to 4:00</b>	<b>RESULTS Story — Galleria B &amp; C</b>	<b>RESULTS Story — Galleria D &amp; E</b>
	My TOC Journey - Why Use TOC to Increase Shareholder Value <i>Harold Karp &amp; Jack Warchalowski</i>	How the Mermaid became a Phoenix: Dealing with personal trauma and the aftermath with the help of the TOC Toolkit <i>Marcia Pasquarella</i>
<b>4:15 to 5:00</b>	Creating a Viable Future for the UK Steel Industry using Theory of Constraints <i>Bimlendra Jha CEO Tata Steel UK, Dr Alan Barnard CEO Goldratt Research Labs</i>	
<b>5:30 to 7:30</b>	Awards & Recognition Dinner: Celebrating the Power of TOC and Our Community	<b>Lotus Ballroom</b>

## DAY TWO: TUESDAY, May 1st It's All About You!

<b>8:00 to 8:30</b>	Registration and Continental Breakfast, Exhibit Hall					<b>Foyer</b>
<b>8:30 to 9:30</b>	Welcome and Introduction <i>Alex Knight</i> Plenary Session: The Rising Importance of TOC <i>Sanjeev Gupta</i>					<b>Lotus Ballroom</b>
<b>9:45 to 10:30</b>	<b>Galleria A</b>	<b>Galleria B</b>	<b>Galleria C</b>	<b>Galleria D</b>	<b>Galleria E</b>	
	Applying TOC to Enterprise Architecture (EA): gaining focus <i>Malcolm Neumeyer &amp; Joe Cooper</i>	Delivery Reliability: The New Competitive Edge at Paharpur 3P <i>Mohammed Nadeem &amp; Ravi Gilani</i>	Throughput Accounting Implementations: Bumps, Bruises, and BIG Bottom-line Results <i>Beau Ganas and Brad Stillahn</i>	Overview Supply Chain Technology Track <i>Humberto Baptista</i>	Overview Project Management Technology Track <i>Dr. James Holt</i>	
<b>10:45 to 11:30</b>	<b>Galleria A</b>	<b>Galleria B</b>	<b>Galleria C</b>	<b>Galleria D</b>	<b>Galleria E</b>	
	The Elusive Nature of POOGI <i>Humberto Baptista</i>	How to Use CCPM When Much of the Work is Contracted Out <i>Ian Heptinstall &amp; Robert Bolton</i>	Charitable Giving the TOC Way <i>Dr. James Holt &amp; Dr. Luna Magpili</i>	Supply Chain Technology Track Sponsored by Neogrid	Project Management Technology Track Sponsored by Exepron	
<b>11:45 to 12:30</b>	<b>Galleria A</b>	<b>Galleria B</b>	<b>Galleria C</b>	<b>Galleria D</b>	<b>Galleria E</b>	
	Getting a Competitive Edge Through Sufficiency <i>Henry Camp</i>	High Reliability for a Highly Unreliable World <i>Dr. Bahadir Inozu &amp; Curtis Doucette</i>	Core Conflicts in Bipolar Disorder Mental Health Care <i>Dr. Christophe Lambert &amp; Dr. Anastasiya Nestsiarovich</i>	Supply Chain Technology Track Sponsored by Neogrid	Project Management Technology Track Sponsored by Exepron	
<b>12:30 to 1:45</b>	Lunch Exhibit Hall					<b>Lotus Ballroom Foyer</b>
<b>2:00 to 2:45</b>	A TOC Analysis of How to Accelerate the Awareness, Adoption and Value Realization of Theory of Constraints <i>Dr. Alan Barnard &amp; Eli Schragenheim</i>					
<b>3:00 to 3:45</b>	<b>Galleria A</b>	<b>Galleria B</b>	<b>Galleria C</b>	<b>Galleria D</b>	<b>Galleria E</b>	
	Personal and Professional Growth through TOC Tools <i>Maciej Winiarek</i>	Red Curve & Green Curve. Managing Skills for Flow <i>Christoph Lenhart</i>	Importance of the Right Message and the Ability to Scale Demand just as Easily as it can scale Production <i>Thomas Nelson &amp; Brian Watson</i>	Supply Chain Technology Track Sponsored by Demand Driven Technologies	Project Management Technology Track Sponsored by Realization	
<b>4:00 to 4:45</b>	<b>Galleria A</b>	<b>Galleria B</b>	<b>Galleria C</b>	<b>Galleria D</b>	<b>Galleria E</b>	
	TOCfe in Brazil <i>Eliani Ramos &amp; Miguel Abuhab</i>	Goldratt UK Boost Business by 50% in Four Months, Then Another 30% by Month 8 <i>Andy Watt &amp; Justin Roff-Marsh</i>	Shipyard Production Performance Soars! <i>Steve Holcomb</i>	Supply Chain Technology Track Sponsored by Demand Driven Technologies	Project Management Technology Track Sponsored by Realization	
<b>4:45 to 5:00</b>	Conference Closing Session with Alex Knight, TOCICO Board Chair					

## WORKSHOP ABSTRACTS

### PRE-CONFERENCE: APRIL 29

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#### **Dr. Alan Barnard**

##### **The Odyssey Program**

In just one day, you will learn five simple steps to overcome the five most common decision mistakes we all make when dealing with chronic problems or stressful expectation gaps and conflicts at work or at home.

You'll learn WHY we all sometimes resist changes that we know will be good for us or our organizations and the reasons we over-react and make changes that end up being bad for us and/or our organization. And you'll learn HOW to use the five-step ProConCloud Process to prevent the five most common decision mistakes we make that can waste our limited attention and result in decision mistakes or delays.

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#### **Dr. Lisa Lang & Brad Stillahn**

##### **Mafia Offer Boot Camp**

This is Dr Lisa Lang's most popular workshop. In one intensive day she will guide you through the process of building an offer so compelling that your customers can't refuse it and your competitors can't match it.

Learn more here: <http://bit.ly/tmafiaoffer>

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#### **Alex Knight**

##### **Healthcare / Pride & Joy**

Alex Knight introduces the concepts from his book, Pride and Joy, showing how to achieve a simultaneous improvement in the quality, safety, timeliness and affordability of care in acute, community and mental health settings. This workshop

will provide participants with a deep understanding of the core dilemma facing health and social care systems around the world and practical insights into what is required to achieve a breakthrough in performance learnt from case studies around the world.

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#### **Dr. Russ Johnson**

##### **Simple Games Help Our Community Know the Commonsense Power of Theory of Constraints**

There are many TOC concepts that can easily be conveyed via the use of simple games.

This workshop will make use of these games to give participants the opportunity to explore hands-on, how many of our management driven policies, procedures, measurements and/or behaviors, trigger actions that consume our capacity. It'll then demonstrate how TOC-based actions can easily give that time back.

You will play the Dice Game from The Goal to experience the effects of variability and dependent events. The Job Shop Game to learn how releasing work according to the capacity of the constraint can reveal significant hidden capacity and improve system lead-time and on-time performance. The Sixes Game to learn that the world is not made up of a normal distribution but is skewed and how this impacts worker performance and future time estimates. And two different multi-tasking games to learn how multi-tasking stretches lead time and drives feast and famine situations relative to project completions.

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#### **Dr. James Holt**

##### **Introduction To TOC Project Management**

Project management remains one of the most difficult management challenges of our time. When you combine the uncertainty of task durations, interdependency, the

## WORKSHOP ABSTRACTS

physics of queuing theory and the desire of humans to deliver to their promise (human behavior), we arrive at self-adjusting system that continually lead to projects that are over-budget, under-scope and over-time.

Hands-on games and in-workshop experiences are used to expose the problem with the current approach to project management and the direction of the solution using CCPM. The full CCPM solution is then outlined with detailed examples. The workshop ends with attendees forming teams to plan their own project CCPM schedule.

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### **Lisa Scheinkopf**

#### **Get Your Focus On**

This workshop delves into the power of focus. More specifically, how to utilize TOC to sharpen your focus on those few critical constraints that have the greatest impact on your organization's ability to generate more value and bottom line performance. You will leave the workshop equipped with:

- An understanding of your organization's constraint
- Insights on how much of your organization's constraint is currently being wasted
- Ideas on what to do in order to eliminate a significant amount of waste and how to break through the barrier for more value and bottom line performance!

You will be given a template to use throughout the TOCICO Conference and beyond, that will help you determine what to do – and what not to do – to keep the focus on what matters.

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### **Justin Roff-Marsh**

#### **Re-engineering Sales**

This workshop will equip you with a practical, step-by-step plan for dramatically improving your organization's sales

performance. It's designed primarily for those who have read The Machine and are looking to implement the system described in the book. (If you haven't read The Machine by Justin Roff-Marsh you should do so, in advance of the workshop. It's available here: [readthemachinenow.com](http://readthemachinenow.com))

Justin will help you to identify the ideal model (out of many possible models) for your organization. He'll help you to make critical human resourcing decisions. He'll help you with the design of the more complex elements of the system (particularly the generation of sales opportunities and the integration of sales and engineering). And he'll help you to plan an orderly transition from your current to your future reality.

The ideas espoused in The Machine are simple, logical and compelling. However, when it comes to execution, the devil is in the details. After 20 years of re-engineering sales environments, there's no better person than Justin to ready you for the journey you have ahead of you.

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### **Dee Jacob & Bob Jacob**

#### **Experience It Yourself – Experience the Full Critical Chain Solution (An Interactive Workshop)**

Without executive buy-in, any Critical Chain implementation will fail. It's too far a departure from conventional thinking for the uninitiated to embrace! This workshop will teach the tools to fully grasp and share the critical benefits Critical Chain offers within a time frame a senior executive or company might be willing to invest.

You will join other delegates in an experiential game that teaches how critical Chain project scheduling and synchronization, buffer management, task priority and resource management all work together in the presence of variability to transform the environment.

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#### DAY ONE: Monday, April 30th It's All About Results! *Company Executives*

This game play will give those who are contemplating or just beginning their journey in the TOC project environment that all critical ah-ha moment. It will give implementers and practitioners another valuable teaching tool in their tool kit.

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#### **Debra Smith**

##### **A Practical Workshop on The Strategy of Flow**

In this workshop we will be sharing a step by step client case that demonstrates the methodology, rules, tools and software we use to model, deliver and operate an end to end DDOM. There are four phases to a successful DDOM implementation: Modeling, Scheduling, Execution and Audit/Improvement. The first Phase is a Demand Driven Design Workshop. This is a 3-day custom education session that combines Thoughtware and software. Thoughtware ensure the client market strategy is incorporated in the model design and Software is used to demonstrate the model with the client's data. The ability to demonstrate and teach the DBR and DDMRP concepts in a context relevant to the client speeds buy-in and comprehension. The outcome is a practical DDOM implementation PRT (project map) and a solid business case for the project.

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#### **James Powell**

##### **The Dream Implementation - TOC Revolutionising Large Scale Rollouts**

At WiseTech Global, every breakthrough in customer productivity and every disruptive innovation produces a planned negative side-effect. With our global logistics platform across 130 countries, the surge in customer demand from these innovations has the potential to flood the implementation resources. In this interactive session, we will explore ways to create the ideal implementation approach for large scale rollouts.

We will workshop how to “lead with content” to roll out innovations around the world, fast. Join in and learn cultural tools like ‘creative abrasion’, ‘lead others / manage yourself’ and ‘slower today, faster forever’ which are all critical to successful implementations. We will also explore the real world tension between perfection and pragmatism and how to create a path to design the best implementation strategy.

### DAY ONE: APRIL 30

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#### **Kaoru Watanabe**

##### **Hitachi: Enterprise-wide TOC Implementation at 83B US\$ Conglomerate —Overcoming Resistance To Realize Meaningful Outcomes**

This is a story of how Hitachi overcome resistance to change across 10 business units and five factories. It's a warts-and-all expose on the lessons learnt and the importance of fully understanding the reality of a business unit's operation with sympathy to the UDE's before offering solutions.

You'll witness the outstanding results that can be achieved with proper planning and perseverance:

- DDP improvement to 90%+ from less than 50%( s-DBR: MTO);
- 20+% reduction in lead time / 30%+ reduction in Inventory (s-DBR for long touch time : MTO);
- DDP improvement to 95%+ from 60%+ while significant reduction of over time (TP / WIP board / CCPM: ETO); and
- 100% DDP for 3 years (TP/CCPM : IT project).

### DAY ONE: Monday, April 30th It's All About Results! *Company Executives*

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#### **Bruce Watson & Angela Cain**

##### **Delta Air Lines: Catering Strategy & Logistics: 4 Major Problems Overcome In Global Catering Supply Chain**

This is the story of how Delta applied TOC replenishment to its \$500 million per year supply chain providing goods and services into the passenger cabin. It examines the top four obstacles that had to be overcome—outsourced supply chain providers; lack of reporting information; legacy commercial agreements and shipment routing—and the TOC solutions used to solve them.

Results of the transformation are then shared including first pass order fulfillment increase from 85% to above 95%, supplier lead-time reductions of 30-80%, inventory reductions of 20-50% (depending on items and sources), expediting and cross shipping reductions of 80%, and a 70-80% reduction in item expirations and obsolescence.

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#### **Co. Exec & Yaniv Dinur**

##### **FL Smidth: Engineering To Order – Engineering, Procurement, And Production In One Flow**

This workshop is a deep-dive into a unique ETO (Engineering to Order) solution developed for FL Smidth: a \$3B Danish company in the minerals and cement industry. Yaniv Dinur explains how he used TPC principles to convert procurement, engineering and MTO across five plants and five countries into one holistic workflow for amazing results.

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#### **Mr. Pankaj Gautam & Ravi Gilani**

##### **Business Transformation At JSPL using TOC Measurements And Weekly Review Process**

Declining global steel prices combined with policy changes

in India resulted in a challenging 2015 for JSPL. Management concluded that increasing sales alone was not the solution—operational cashflow had to be improved as well. This is the story of JSPL's TOC journey to increased cashflow through improved gross contribution and reduction in working capital. You'll learn the critical measurements put in place to drive new behavior and more importantly, what each different division had to cease immediately in the pursuit of the greater goal.

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#### **Patrick Hoefsmit & Oliver Hoefsmit**

##### **Transformation of A Trademark Service Provider into A Fast-Growing & Dynamic Lead Processing Machine**

Scalable growth in a professional services firm is always challenging. This workshop reveals how Patrick and Oliver Hoefsmit applied TOC to transform a small trademark agency into a marketing powerhouse with year-on-year growth of 10% to 25% per annum.

You'll learn the new systems and processes put in place to build a scalable pipeline of new opportunities at a reduced cost per acquisition. The critical measurements put in place to monitor and correct the movement of the internal constraint. And how a combination MBTI and TOC practices were deployed to build workflows based on each individual contributor's preferred method of operation.

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#### **Jeff Miller & Kevin Kohls**

##### **30 Years of Success: TOC & Throughput Improvement At GM**

In 1987, GM's new Detroit Hamtramck assembly plant was struggling to make its demand numbers. Working with GM Research, the Detroit plant control engineers developed an analytical tool called C-Thru to identify and solve the problem using the guiding principles of The Goal. These



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being: 1). Define the system and its dependencies. 2). Capture variation and perform an analysis to find the bottleneck. 3). Focus resources to improve the bottleneck. The resulting methodology was coined Throughput Improvement Process (TIP) and the rest is now history.

Today, every GM plant has a Throughput Improvement Engineer, every machine collects data from the day its turned on, and every design change to the plant must go through the simulation process based on TOC. This is the GM story and how TOC remains central to its success even as it moves towards an Industry 4.0 transformation.

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### James Powell

#### Engineering Reality At WiseTech Global: Core Conflict – Friend or Foe?

An organization's or projects undesirable effects (UDE's) are often held in place by a core problem (a stabilizing core conflict which accelerates negative feedback loops).

What if you could engineer the future reality, and hold desirable effects in place, using a core competency and then use to create a stabilizing core conflict which accelerates positive feedback loops?

In this presentation, WiseTech's Chief Productivity Officer, James Powell, presents the results of an engineered reality; a success story of rapid, systemic, profitable, scalable, and cash-generating growth at WiseTech Global from an Aussie start-up to a \$3B global tech giant.

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### Bill Kernodle

#### TOC Based Supply Chain Synchronization For Army Combat Uniforms & Equipment

In 2005 the U.S. Army urgently needed a new combat uniform supply system designed for Iraq. With warfighters engaged in combat, long lead times, stockouts and huge

safety buffer, standard procedure simply wasn't an option. This is the story of how a TOC-based SaaS solution first developed some 10 years earlier was used to supply the new uniforms for soldiers deploying to Iraq and Afghanistan in record time with virtually no stockouts, expedites, or large inventory buffers.

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### Harold Karp & Jack Warchalowski

#### My TOC Journey - Why Use TOC to Increase Shareholder Value

I have been running manufacturing organizations for many years, including about 50 different factories. Most of them were in trouble and needed a significant transformation in order to become valuable again. I've tried many different methods and approaches with a limited success. About 10 years ago I stumbled across the TOC and the CMS Montera team.

I was able to learn TOC and some of its applications like Drum-Buffer-Rope, Demand- Driven- Replenishment and Throughput Economics to mention a few. Now we use TOC to get 'large step' organizational improvements resulting in a significant impact on shareholder value.

This presentation will take you through our TOC journey, describe TOC implementations in five different organizations and share some of our reflections accumulated over the last 10 years of applying TOC to drive business transformation.

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### Marcia Pasquarella

#### How The Mermaid Became A Phoenix: Dealing with Personal Trauma And The Aftermath with the Help of The TOC Toolkit

Marcia Pasquarella and her (now ex) husband were beginning to explore the idea of early retirement. Then things changed, and Marcia was facing the real possibility of entering retirement with nothing.

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**DAY TWO: Tuesday, May 1st** It's All About You!

This is the story of how, through trial and error, the Thinking Processes and the Change Matrix helped Marcia redefine her life and develop a map for the future that others might follow.

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**Bimlendra Jha CEO Tata Steel UK, Dr. Alan Barnard CEO Goldratt Research Labs**

**Creating A Viable Future For Tata Steel UK Operations Using Theory of Constraints**

After years of downsizing and losing business to lower cost producers, the UK Steel business, including Tata Steel UK's operations, was in deep trouble. During early 2015, the Tata board decided that all options were on the table from portfolio restructuring to the potential divestment of Tata Steel UK, in whole or in part.

In 2016, Bimlendra Jha was appointed as Tata Steel UK's CEO to lead the turnaround of Tata Steel's UK operations to create a Viable Future for the UK Steel Industry. In this keynote presentation, Mr. Jha shares the journey they embarked on to get the support and contribution of all stakeholders to achieve the turnaround, and the important role that the implementation of TOC played.

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## DAY TWO: MAY 1

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**Sanjeev Gupta**

**The Rising Importance Of TOC**

In this two-part presentation, founder and CEO of Realization (developers of Concerto Project Portfolio Management software) argues his case why TOC is critical to creating high-velocity, high-throughput organizations.

Sanjeev will outline the positive role TOC can play in nudging

organizations towards global optimization — in contrast to the "heavy cultural change" approach that works only for organizations that are in crisis or have missionary zeal.

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**Malcolm Neumeier & Joe Cooper**

**Applying TOC To Enterprise Architecture (EA): Gaining Focus**

This presentation outlines how you can apply TOC thinking to Enterprise Architecture (EA) initiatives to create a more customer-focused, higher throughput organization.

Unlike traditional EA, which often focuses on an internal view of the organization's systems and processes, the application of TOC thinking empowers the organization to expand the system to include customers, their view, and their constraints.

With this perspective, organizations can focus on internal system and process improvements that most significantly remove limitations for customers and offers the greatest return to the organization.

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**Mohammed Nadeem & Ravi Gilani**

**Delivery Reliability: The New Competitive Edge At Paharpur 3P**

After 11 years of losses Paharpur 3P decided it was time for dramatic change. The year was 2006. The core problem was a combination of low margins and a lack of long-run orders to enable them to scale. They decided to implement TOC.

This is their story of remarkable transformation. You'll learn how the company focused on three key parameters — OTIF, Throughput and Inventory Reduction — to reinvent itself and the results it generated. These include a profit turnaround within the first three months without reduction in

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manpower or any significant investment. Throughput up by 30% in 13 weeks. A >90% uplift in OTIF performance. And a dramatic reduction in inventory despite increased volumes of about 25%.

#### **Beau Ganas and Brad Stillahn**

##### **Throughput Accounting Implementations: Bumps, Bruises, and BIG Bottom-line Results**

Throughput Accounting is a significant innovation, breaking the paradigm of cost world thinking and leads to Throughput World thinking. Even within the TOC community itself, Throughput Accounting has not been as widely adopted as it should be.

One aspect of Throughput Accounting that is underappreciated is its value when applied to pricing and product mix decisions. Based on implementations, Beau and Brad have recognized that when Throughput Accounting is applied to

pricing and product mix decisions, bottom lines tend to improve – and quickly – like going from breakeven to 10 percentage point return-on-sales (or from 5 to 15 percentage point) in less than a year. Incredible!

The breakthrough occurs when pricing decisions are based on margin and time, not cost.

Anyone who understands Throughput Accounting realizes that the flow of margin in a company is THE critical factor in delivering profits to the bottom-line. Yet, traditional cost accounting pricing methods ignore this fact and have left millions, if not Trillions on the table.

#### **Supply Chain and Project Management Technology Track Overviews**

For the first time, TOCICO is offering dedicated technology tracks at the conference. These highly interactive sessions will enable a limited number of software providers to demonstrate how their software employs TOC concepts to institutionalize, sustain and grow gains for users.

The software provider sessions are designed to be educational demonstrations of the software and business capabilities. TOCICO has asked the software providers to ensure their tracks deliver real value to the attendees. Discussions on the day will include how to use TOC concepts in reality (via their software), as well as typical issues faced (and addressed) during implementation.

The purpose of these sessions is to educate people about the software and underlying TOC principles that drive it. These sessions are not sales pitches.

Neogrid and Demand Driven Technologies will be presenting the supply chain software technology sessions. Exepron and Realization will be presenting the project management software technology sessions.

Seating is limited to the assigned room for each track; the sessions will not be video-taped.

#### **Humberto Baptista, Neogrid, Demand Driven Technologies**

##### **Supply Chain Technology Track**

This is the first time ever TOCICO is offering a dedicated Supply Chain Technology Track at the 2018 conference. Each session will introduce a selected software provider to demonstrate how their software seamlessly integrates with proven TOC

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concepts to institutionalize, sustain, and grow gains for those organizations using the software. Each session is designed to be educational and informative (more than just a software pitch). You will learn how to use the TOC concepts in reality (via their software), as well as issues faced (and addressed) during implementation. Session One will be facilitated by Neogrid. Session Two by Demand Driven Technologies.

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### **Dr. James Holt, Exepron, Realization**

#### **Project Management Technology Track**

This workshop introduces the TOCICO project management track and the software demonstration presenters for the following two sessions. Kathy will overview the many challenges that still face project management and the direction TOC can offer in finding solutions for single and multi-project environments. It is expected delegates who attend this workshop will complete the entire project management track of workshops. Session One will be presented by Exepron and Session Two by Realization.

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### **Humberto Baptista**

#### **The Elusive Nature Of POOGI**

“Without POOGI (a process of ongoing improvement), any implementation, including TOC—is destined to fail. No more than a passing fad to be surpassed and abandoned later.

This workshop will give you a comprehensive definition of POOGI, and how it directly relates to sustaining a successful implementation. You'll also learn the specific types of POOGI for logistics and the constraints preventing it from materializing more often.

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### **Ian Heptinstall & Robert Bolton**

#### **How To Use CCPM When Much Of The Work Is Contracted Out**

TOC practitioners are well aware of the power of CCPM. So why is its application in the field of construction and capital ('capex') projects limited? After all, wasn't CCPM developed just for this kind of project?

Ian and Robert share their analysis of the situation and suggest how to overcome the core problems identified. You'll learn how CCPM assumes a collaborative project team, where there are no obstacles to sharing buffers to cover time, cost uncertainty and variability. However, with the prevailing procurement and contracting strategies adopted in this industry, this assumption is not valid. It's fundamentally incompatible with CCPM.

They then outline an alternative known as Project Alliance (or IDP in the USA). They will show how this method works, how it overcomes most of the obstacles to using CCPM, and how the combination of CCPM and a Project Alliance, can deliver significant benefits to capex projects.

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### **Dr. James Holt & Dr. Luna Magpili**

#### **Charitable Giving the TOC Way**

Charitable giving was a \$390 Billion enterprise in 2016 with more than one million non-profits registered in the USA alone. Sadly, there are too many of them spending 70+% of donations in administration costs with little money going to the actual cause itself. Watch dog agencies help to rate organizations

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but, they are not helpful enough. It is often difficult to find out how your donation directly benefits the cause. This presentation augments current guidelines with TOC principles to help guarantee that all (or most) donations go directly to the cause. It includes many charity-turnaround success stories.

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#### **Henry Camp**

##### **10 Steps to Breakthrough: Getting A Competitive Edge Through Sufficiency**

Eli Goldratt in his book, *The Choice*, outlined three things necessary to achieve a full life (whether it be personal or business). 1). The stamina to recover from failures. 2). Lots of chances. 3). The ability to work with others.

In this workshop, Henry Camp takes an in-depth exploration of point 3. His hypothesis is that employers fail their employees and, as a result, suffer due to their unwillingness to see change through. Stress from multitasking is often so great that employees are right to resist taking on additional initiatives. He then outlines an alternative model which includes 10 steps you can follow to capture willingness from employees.

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#### **Dr. Bahadır Inozu & Curtis Doucette**

##### **High Reliability For A Highly Unreliable World**

HRO has aided leaders from various industries—from nuclear power plants to US Navy aircraft carriers—to gain powerful insights into their organization's performance in potentially high-risk situations.

In this presentation, Bahadır Inozu and Curtis Doucette describe the basic principles of HRO and the limits of logic and rationality found in these high-pressure environments. They will then present a different logic of operations developed from combined affective-cognitive thought to create a flexible and agile response within an adaptive program

for growth and resilience using a TOC Thinking Processes Framework. Practical examples from healthcare and other high-risk industries are given throughout the presentation.

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#### **Dr. Christophe Lambert & Dr. Anastasiya Nestsjarovich**

##### **Core Conflicts In Bipolar Disorder Mental Health Care**

The application of TOC to bipolar disorder research mightn't seem immediately apparent. This presentation illustrates how the TOC change matrix, evaporating cloud, communication current reality tree and future reality tree tools were applied in a \$2.4M Patient Centered Outcomes Research Institute award study to diagnose systemic challenges and pose directions towards solutions.

The results of the study and analysis were recently published in a leading peer-reviewed journal on bipolar disorders and appears to be the only PubMed article in 2017 that matches the search term, "Theory of Constraints": <https://www.ncbi.nlm.nih.gov/pubmed/28901625>.

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#### **Dr. Alan Barnard & Eli Schragenheim**

##### **A TOC Analysis Of How To Accelerate The Awareness, Adoption And Value Realization Of Theory of Constraints**

Dr. Eli Goldratt, creator of Theory of Constraints (TOC), wrote in the foreword of *The Goal*, that making a breakthrough in any field requires only two steps – the courage to face inconsistencies and the willingness to challenge basic assumptions. In spite of this, there has been a glaring inconsistency for TOC practitioners and implementers that have witnessed the incredible operational and financial improvements delivered of TOC. Namely, why is the awareness and adoption rate of TOC still so low?

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In this presentation, Dr. Alan Barnard, CEO of Goldratt Research Labs, shares the outcomes of a TOC analysis he did with Eli Schragenheim that explored various theories about this inconsistency, the assumptions of TOC practitioners and implementers that might need to be challenged, and specific recommendation on how TOC practitioners and managers passionate about TOC can help their organizations move from ignorance to adoption and full value realization from Theory of Constraints.

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### **Maciej Winiarek**

#### **Personal And Professional Growth Through TOC Tools**

In our lives we face both good and bad moments. All these moments are opportunities. How well we capitalize on them depends on how conscious we are of our lives — our values, our goals, and our needs.

This workshop highlights how we can successfully apply TOC tools to our personal lives (branch, cloud, ambitious target tree etc) to understand complex personal situations and clearly focus on the end goal.

During her presentation, Maciej will share her private story: from divorce, losing her company and being on the verge of giving it all up to ultimately turning it all around with the help of TOC.

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### **Christoph Lenhartz**

#### **Red Curve & Green Curve. Managing Skills For Flow**

Achieving the red curve of growth and the green curve of stability is an important aim in the TOC framework but it continues to challenge many organizations. One often-overlooked factor is the role 'skill' plays. Even when considering "physical" resources as a combination of equipment and operator, there is a risk to ignore the critical role human resources may play in

the creation of an unintended bottleneck.

This presentation introduces the concept and practice of the multi-skill grid as a simple tool and process to improve management and development of human resources for better flow in supply chain and project operations. The model can also be used in service industries or in any other environment where skills play an important role. The model also establishes a link between skill development and organizational strategy. This workshop is equally valuable for personal development, allowing to describe and manage one's own skill development path.

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### **Thomas Nelson & Brian Watson**

#### **Importance Of The Right Message And The Ability For A Company To Scale Demand Just As Easily As It Can Scale Production**

How do you scale demand? While TOC has proven its ability to scale the processes behind the product or project, its ability to scale demand and sales has been largely overlooked.

This presentation explains how you can use Dr. Eli Goldratt's famous one-word definition of TOC—focus—to craft the right message and marketing actions to scale demand as easily as TOC can scale production. Many real-life examples are given through-out the presentation.

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### **Eliani Ramos & Miguel Abuhab**

#### **TOCfE In Brazil**

This presentation tells the fascinating story of how TOCfE (TOC for education) in Brazil turned conventional thinking on its head to achieve remarkable results in education.

It shows how local teachers were empowered with three TOC thinking process tools which allowed them to turn their primary challenges and UDE's into a powerful action plan for change.

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### Andy Watt & Justin Roff-Marsh

#### Goldratt UK Boost Business by 50% in Four Months, Then Another 30% by Month 8

This workshop is a deep-dive into the re-engineering of sales and marketing of Goldratt UK for rapid and sustained sales growth. The presentation starts with a quick summary of Sales Process Engineering (the name given to the sales and marketing application used to drive the growth). It then delves into the specific steps you need to take to customize the model to suit your organization and the necessary transitions for rapid adoption.

While Sales Process Engineering (SPE) deals with sales and marketing, the scope of this workshop will be much broader. To really move the needle on sales, you need to tightly synchronize sales with marketing, engineering, and production. Meaning that the transition to SPE is a holistic endeavor.

For this reason, this workshop should be attended by upper management, senior executives and business owners.

### Steve Holcomb

#### Shipyards Production Performance Soars

This is the story of two TOC miracles delivered. The first was a request to “fix our poor schedule and budget performance in building hull structure of large ships”. The second a “see if you can do anything about the budget and schedule performance of assembly projects in two underperforming areas”.

You'll learn how these miracles were delivered in rapid time and with amazing results.

Quality and safety improved, surge capacity was freed-up for emergent work and work force morale improved. The switch to DBR production control yielded about 200% more

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Neogrid automates the supply chain management and synchronizes manufacturers, retailers, wholesalers, banks and government. Based on high technology, it integrates information systems, provides daily POS visibility of sales and inventory levels and aligns distribution and replenishment of goods based on the consumer demand. Everything to avoid shortages and excesses, increasing inventory turnover and products availability at store level.

**Washington State University** - <https://etm.wsu.edu/tag/global-campus/>

WSU's Engineering and Technology Management program is unique in its TOC-based offerings. With stand-alone TOC courses & integrates TOC concepts into: Facilities Management, Logistics and Supply Chain Management, Manufacturing Leadership, Project Management, Six Sigma Quality Management, and Systems Engineering Management. Offers eight different certificates, including Constraints Management Graduate Certificate or Professional Engineering and Technology Mgmt. MS Degree. Courses offered live online. The program a truly anytime, anywhere learning opportunity. (S) DBR CCPM and Distribution/ Replenishment) (E M 530) - TOC TP (leading to TOCICO-recognized Jonah status) (E M 526) - Contemporary Topics in Constraints Management (E M 534) - A TOCICO International Conference sponsor since 2003.

**Exepron** - <http://www.exepron.com>

Exepron is a collaborative transformational Solution, designated by Gartner Inc. as a "Cool Vendor in Project Portfolio Management in 2016". Exepron's advanced Critical Chain Project Management (CCPM) scheduling solution on a state-of-the-art platform effectively manages Resources across a portfolio of projects. Exepron's strengths include unique Predictive capabilities with advanced real-time Business Intelligence (BI) to meet C-Suite requirements, forward-looking Risk Management, innovative Early Warning and effective Dynamic Drum. Exepron clients experience 95% on-time delivery within budget. Exepron Website: [www.exepron.com](http://www.exepron.com) | Testimonials: <http://www.exepron.com/case-studies> and <http://www.exepron.com/video-gallery-ccpm-case-studies>. Contact Information: Danny Walsh, CEO [Danny@exepron.com](mailto:Danny@exepron.com) Tel. +1-858-945-6756. John Thompson, COO [JohnT@exepron.com](mailto:JohnT@exepron.com) Tel. +1-203-376-



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For 35 years Sciforma has set the worldwide project and portfolio management software standard; game-changing suite of tools harvesting critical metrics helping managers to mitigate risks, finish projects early or on-schedule, make smarter, data-driven decisions, and delivering sustainable ROI. Sciforma 7.1 provides a robust implementation of Critical Chain, including planning backwards from a target end date, removal of resource contention, critical chain identification, automatic buffer calculation and insertion, and automatic buffer absorption during project execution.

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**CMS Montera** - <http://www.cmsmontera.com>

CMS Montera (CMS) provides consulting and software to help clients grow by solving problems in Operations, Supply Chain and Project Management. Our clients are typically in Manufacturing, Distribution, Engineering and Project Management. By having greater Visibility and Synchronization of their business, clients are able to better solve problems related to lead times, the forecast, inventory, capacity, on-time delivery, speed of product development and market focus.

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**Balanced Inventory** - <http://www.BalancedInventory.com>

BALANCED INVENTORY™ systematizes these state-of-the-industry Inventory Optimization solutions within a simple

cloud-based, software-as-a-service (SaaS) solution based on the key principals of Theory of Constraints™, LEAN™ & Six Sigma™. This simple to connect tool automates computations of what to order, make, and move with specific recommendations that maintain optimal business levels. Typical results are >30% Inventory Reductions, Stock-Out Eliminations, Doubling Inventory Turns, Increased Profits while improving Customer Service. Tel: 864.784.9404.

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**Demand Driven Technologies** - For webinars and demos on software that supports these concepts for inventory management, planning, scheduling and execution the DDTech website should be helpful.

<http://demanddriventech.com/home/>

**CMG** - For cases or a reference base of companies we have worked with, a summary of our methodologies and their results, our website for CMG is a good resource:

<http://thoughtwarepeople.com/>

**DDMR** - Below are some resource sites with downloadable articles, videos and webinar information if you are looking for additional learning, education and certification opportunities on the subject and offerings for Demand Driven DDMRP, Scheduling, Demand Driven Sales & Operation Planning and Smart/Flow Metrics:

<http://demanddrivenperformance.com/downloads/>