



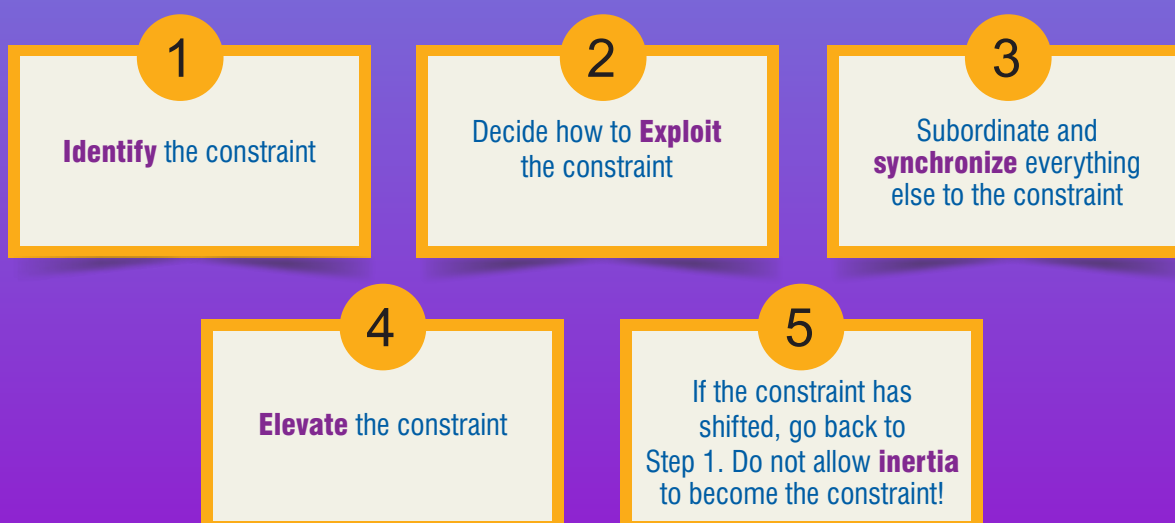
## TOC Master Class with **Ravi Gilani**

July – August 2020  
Virtual sessions over Zoom

### **THEORY OF CONSTRAINTS (TOC)**

Do you know of any company that reports infinite profits? Certainly none. This verifies that something exists that limits the profits of an organization. That something is a constraint on the performance of the organization. Just as the strength of a chain is dictated by its weakest link, the overall performance of any company is dictated by its constraint. If you can find a way to manage the constraint you can dramatically increase sales, cash, and profit without any significant investment.

**TOC provides a simple and effective process for system improvement or five focusing steps, outlined below:**



**Goldratt India is a management consulting firm that collaborates with clients to increase their cash, profit and sales, by an order of magnitude that is conventionally considered unachievable.**

### LEARN FROM THE EXPERT

Join this workshop to learn about TOC and its applications from Ravi Gilani, the foremost TOC expert in India, renowned for his thought leadership and expertise in the Indian industry

Ravi Gilani, Founder & Managing Consultant, Goldratt India introduced TOC to Indian companies in 1998. He is the only Indian to receive the Lifetime Achievement Award from TOCICO for his contribution to the industry.

### METHODOLOGY

These sessions will be interactive, the format will be a hands-on workshop with live examples from the participants, providing tangible take-aways and actions that teams can take going forward.

Presentation, templates, and support material (soft copies) will be provided to participants to ensure that they can use the learnings in their business going forward.

DURATION	INVESTMENT	WHO SHOULD ATTEND
The training program will be conducted over 4 modules; Each module will be of 4 hours	INR 40,000 + 18% GST per participant for four modules	Promoters, Owners, CEOs/MDs, CFO's, Business Heads, Supply Chain Heads

### PROGRAM SCHEDULE

MODULE 1	MODULE 2	MODULE 3	MODULE 4
TOC Fundamentals – 23 July 2020 (Thursday)	TOC Applications – 30 July 2020 (Thursday)	TOC for Supply Chain Planning – 6 August 2020 (Thursday)	Weekly Review Process and Product Mix Decisions – 13 August 2020 (Thursday)

**Timings for each session will be 11:30 AM -1:30 PM & 3:30 PM - 5:30 PM**

**Registration of participants will be confirmed upon receipt of payment.**

**Please send nominations to [toc.training@timencash.com](mailto:toc.training@timencash.com) or call on +91 96320 18261 for more details.**

**Certificate will be provided on completion of the program.**

### MODULE 1 TOC Fundamentals

- Goal of the company
- Role of each member of a team
- Alignment on the goal of the company and its metrics
- Financial measurements for the goal – Profit, Return on Investment, Free Cash Flow
- TOC metrics – Throughput, Investment and Operating Expenses (T,I,OE)
- Importance of Free Cash Flow

#### Key Takeaways

- Clarity on the goal
- How do we know we're improving – what metrics to measure
- Actions to improve free cash flow in the next 7 days

### MODULE 2 TOC Applications

- Five Focusing Steps
- Constraint Identification
- Examples from case studies
- Discussion on the current constraints and priorities, tangible actions to be taken

#### Key Takeaways

- Difference between constraints and obstacles
- Where is your constraint – the limiting factor that prevents you from achieving more of your goal units?
- Constraint as a leverage point – what actions can you take to exploit and subordinate to the constraint

### MODULE 3 TOC for Supply Chain Planning

- TOC Application for Inventory Reduction (RM, WIP, FG)
- Reliable Rapid Replenishment
- Eliminating shortages without increasing inventory

#### Key Takeaways

- Planning for uncertainties in today's environment
- Important concepts – Full Kit, On Time in Full, Replenishment and lead time

### MODULE 4 Weekly Review Process and Product Mix Decisions

- Key parameters (3-5) to be reviewed on weekly basis
- What “not” to measure
- Concept of Better than Before: 13 week moving average
- Cash constraint and cash velocity
- Taking product mix decisions to increase throughput and cash flow

#### Key Takeaways

- Measurements Drive Behaviour
- How to prepare your weekly scoreboard
- First survive, then thrive
- Marketing and selling decisions based on product cost can be harmful, participants will learn how to use a Throughput based approach

## Facilitator Profile



**Ravi Gilani**  
Founder & Managing Consultant,  
Goldratt India

Ravi Gilani introduced TOC to Indian organizations in 1998. He is the only Indian to be awarded the prestigious Lifetime Achievement Award by TOCICO.

Prior to founding Goldratt India, Ravi was the Chief Consultant at ECS (Formerly Eicher Consultancy Services Ltd). During his consulting career of over 25 years, Ravi has consulted for Indian and transnational organizations, such as L&T, Godrej & Boyce, Eicher, Sona Okegawa, Alstom, Jindal Steel & Power Ltd, Paharpur Cooling Towers, Flexituff, Pramerica Life Insurance, ABB, Tata Advanced Materials Ltd, Tata Boeing, Thomson Press to name a few.

Before starting his consulting career, Ravi gained valuable hands-on experience for 21 years in operations in the automobile industry (Tata Motors and Eicher).

Ravi is an alumnus of IIT Delhi. In addition to his consulting assignments, he enjoys sharing his vast experience in Indian industry through guest lectures, seminars and workshops. He also writes a guest column for Outlook Business magazine.

## TOC IMPLEMENTATION IN INDIAN COMPANIES



**Mr. Naveen Jindal**  
Chairman, JSPL

“ ..You have helped us in understanding the criticality of improving cash through reduction in receivables, inventories, export incentives etc. The net impact of these efforts has been a reduction in gross working capital by Rs. 1100 Crores in 2016-17. This reduction is over and above the reduction of Rs. 2500 Crores achieved in 2015-16. In all, we have reduced our gross working capital by 56% in spite of increasing sales.

Today we can proudly say that TOC is the single biggest reason for the turnaround of JSPL. ”

Jindal Steel & Power Ltd (JSPL) has been able to shrink its working capital by about 56% i.e. about Rs. 3600 crores within two years of TOC implementation. Mr. Naveen Jindal, Chairman, JSPL shares his experience in this short video.

<https://www.youtube.com/watch?v=zKCCWmINIYw>

**Paharpur 3P turned around its performance with the help of TOC, and has been increasing its profits every year for the last 12 years.**

<https://www.youtube.com/watch?v=8wRbOVMKEG0>

### CONTACT US

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