

# Better than Before

**EXCLUSIVE WORKSHOP BY  
RAVI GILANI, FOUNDER AND  
MANAGING CONSULTANT, GOLDRATT INDIA**

7 JANUARY 2019  
HOTEL EROS, NEW DELHI

## INTRODUCTION

Most organizations measure a large number of **metrics** for each business unit, division, department, employee level etc. Most senior executives are quite familiar with their local measurements (e.g. tons, units produced, order book, number of subscribers etc.) but are ignorant of the overall financial measurements. Often, there is no upfront discussion and **alignment** on the organizational goal among the top management. In most cases, teams are not aware of the effects that their actions will have on other functions or the organization as a whole. Senior executives struggle with the following:

- How frequently should we review?
- How do we align teams to key metrics that are important for the company as a whole?
- How should we inculcate a culture of improvement in the company?

Companies usually review performance monthly. This leads to a significant time lag in getting key data. We recommend a **weekly review mechanism** with focus on 3-5 key metrics. The weekly report should be simple and accurate, leaving no room for analysis paralysis, and facilitate effective decision-making.

Our case study on **TOC implementation** at Jindal Steel & Power Limited (JSPL), was presented at the TOCICO international conference 2018, USA. In [this short video](#), Mr. Naveen Jindal, Chairman, JSPL talks about their transformation journey.



**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.”**

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### TOC IMPLEMENTATION AT JSPL

- JSPL has been able to shrink its working capital by about 56% i.e. about Rs. 3600 crores or a little over half a billion dollars within two years of TOC implementation.
- JSPL's rating has been upgraded from default grade (D) to investment and stable grade (BBB-).
- The market capitalization of JSPL increased from \$ 0.9 billion to close to \$ 3.5 billion in two years.

Read the full transcript: [http://goldrattindia.com/toc\\_at\\_jspl.html](http://goldrattindia.com/toc_at_jspl.html)

**Goldratt India** has been working with Indian companies for the last twenty years to improve sales, profit and cash by an order of magnitude with the help of Theory of Constraints or TOC, first introduced by Dr. Eli Goldratt in his best-seller *The Goal*. Companies that have implemented TOC have experienced a quantum jump in performance, just by changing a few metrics and review processes.

### 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.*

### WORKSHOP FACILITATOR



**RAVI GILANI**

FOUNDER &  
MANAGING CONSULTANT,  
GOLDRATT INDIA

Ravi Gilani is the first Indian to be awarded the prestigious **Lifetime Achievement Award** by TOCICO (Theory of Constraints International Certification Organization). The Lifetime Achievement Award is given to individuals who have dedicated their time and efforts over a long period of time to benefit the industry and the TOC community.

Prior to founding Goldratt India, Ravi was the Chief Consultant at ECS Limited (Formerly Eicher Consultancy Services Limited). During his consulting career of over 25 years, Ravi has consulted for Indian and transnational organizations, such as **L&T, Godrej & Boyce, Eicher, RPG, Sona Okegawa, Jindal Steel & Power Limited, Paharpur Cooling Towers, Flexituff, Gokaldas Images, DHFL Pramerica Life Insurance, Sleepwell**. 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.

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## **WORKSHOP AGENDA**

- Organizational Alignment
  - Goal of the company
  - Measurement for the Goal
  - TOC Metrics
- Weekly Planning and Review Mechanism
  - Weekly Reports
  - Concept of 13 week moving average
  - Better than Before (B2B) principle
- TOC Applications
- Delivery Reliability
  - Delivering 100% On Time In Full (OTIF)
  - Impact of high OTIF on sales, profit and cash
- Increasing Cash Flow
  - Understanding cash velocity
  - How to take quick decisions under a cash constraint
- Case Studies
- Summary

## **WORKSHOP DETAILS**

**DATE:** JANUARY 7, 2019 (MONDAY)

**TIME:** 9:30 AM – 5:30 PM

**VENUE:** HOTEL EROS, NEW DELHI

**WHO SHOULD ATTEND:** Promoters, CEOs, COOs, CFOs, Key Decision Makers

**REGISTRATION LIMITED TO THE FIRST 30 PAID REGISTRANTS**

### **INVESTMENT:**

TOCICO Members: US\$ 250

TOCICO Academic, Government and Non-Profit: US\$ 200

TOCICO Student Members: US\$ 200

Non-members: US\$ 300

**Confirmation of participants will be provided upon receipt of workshop fee.**

**Please register by clicking here.**

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## CLIENT TESTIMONIALS



**MR. GAURAV SWARUP**  
MD, PAHARPUR COOLING  
TOWERS

“..We had introduced TOC in our Flexi Packaging business in 2006 where we had losses for quite a few years. We had not only turned around within a few months, but have also been increasing our profits year after year for the last 12 years..”



**MR. RAGHUNATH MANDAVA**  
DIRECTOR, AIRTEL

“.. This method is very valuable in redesigning some of our processes to make them more customer friendly. The changes that we have been able to make, have allowed us to improve our performance manifold in areas of project delivery and a few other key processes..”