



The TOC Center, Inc.

Background

The TOC Center is a global provider of professional services. Utilizing the power of the Theory of Constraints (TOC) methodology we analyze, develop, and aid in the implementation of business solutions. The hallmarks of our work are significant bottom line results and lasting relationships. With extensive experience and know-how in the fields of productivity improvement, supply chain management, project management, strategic planning, management accounting, and organizational effectiveness, offer a range of services including education, consulting, and analysis. Our clients are among the most prominent companies in the world and span across all industry groups.

The company was founded in 1992 by Robert Fox, one of the pioneers of TOC. Its charter is to develop and refine the best methods, tools, and techniques to improve organizations by capitalizing on the power of TOC. After 12 years of groundbreaking work with Eli Goldratt, The TOC Center was launched to convert concept into practice and results. With operations on three continents and on-going global expansion, The TOC Center is a global source of innovative solutions to the business community.

Our Values

The TOC Center counts integrity as its highest value in its relationships with its clients, and partner organizations. “If we approach every relationship with unquestionable integrity, we cannot help but make huge successes for our selves and everyone with whom we interact.” We believe only in win-win relationships, and seek them in all our dealings. In all of our work strive to leave behind the know-how and capability our clients need to sustain and to expand upon the work we have done. We are most proud of the lasting relationships we have with our clients, they are based on the excellence of our work and the good will it has engendered.

Advancement of Knowledge

To fulfill our mission we are continually seeking to advance our own knowledge, developing better ways of assisting our clients and partners. Toward this end we are driven to broaden our relationships, share our knowledge and learn from others in return. Through our client relationships, joint research efforts, and our global associations, we continue to expand TOC and add powerful new approaches and insight to our capabilities. This on-going development is the key to fulfilling our mission both now and far into the future.

Services and Offerings

The TOC Center has developed and refined numerous products and services aimed at overall productivity improvement. The continual surfacing of needs in organizations, driven by the changing nature of reality, drives us to find and develop better and better solutions for people. The result is an array of offerings each targeting what we see as a pressing need in organizations.

Running through each of these is the common sense that change must be lasting and ingrained into an organization for real benefits to occur. One time problem solving is nice to relieve a temporary pain, but the true advancement is when the pain is addressed at its underlying root cause, so that it does not return. With this in mind our efforts focus on the long-term reality and seek lasting solutions. An illustration of this commitment is the Socratic, self-discovery method of education we employ. We recognize that people can only change themselves, and this approach helps people to take ownership of principles and choose to behave differently.

Services: Strategy Development and Execution

One of the most powerful creations of Theory of Constraints is a greatly enhanced ability to understand the core drivers of performance and profit in any system. We help our clients to leverage this powerful insight to create focused business strategies that address their most critical business challenges. But this is only the beginning of the challenge. Where strategies really break down is in the implementation. While most companies create or at least modify their strategies every couple of years, they continue to drive actions in the organization using the same measures and incentives. As these are a central driver of behavior, there is no reason to assume that the same old measures will produce any different actions in the future. Yet many organizations fail to re-think their measures when they create a new strategy. It is the same as asking an orchestra trying to perform a new symphony using the old music.

The TOC Center pioneered the development of the Throughput Operating Strategy (TOS) to address this critical missing element in companies. The TOS aligns the efforts of every part of the business with the company strategy. Instead of each local area driving toward its own local optimum, the TOS insures that everyone understands the role they must play for the organization to succeed. Executives expecting breakthrough results from their strategies need the power of TOC's global perspective coupled with the power of the TOS to align efforts behind the strategy. The TOC Center provides the expertise and know-how you need to convert strategy into profit.

Services: Productivity Improvement

Our focused approach guides companies to slash lead-times, make dramatic cuts in unit-cost, reduce inventories and position the organization to gain a dominant competitive advantage. By applying these gains to sales and marketing we are usually able to uncover considerable profit opportunities that are typically hidden by conventional costing methods. Among our most successful clients are those already involved in other improvement efforts such as TQM, JIT, Lean, Six-Sigma, or Kaizen. The TOC approach to productivity enabled them to make quantum leaps beyond where they had already progressed with those tool sets.

Through Socratic education, powerful application tools, and hands-on support, we engrain this process in the fabric of the organization. From the shop-floor to the board room TOC enables organizations to tap their hidden potential, grow at a far greater rate. And the results continue to grow, long after our work is done. Our Executive Decision Making workshop introduces managers to the power and speed of TOC's productivity improvement capability.

Services: Supply Chain Management

Our services enable companies to develop integrated solutions to supply chain management. TOC offers a unique process for analyzing and defining the individual roles of links in the supply chain to insure that efforts are aligned and coordinated. The fundamental issues involved in synchronizing the links in a supply chain, require a re-thinking of the fundamental rules that govern the behavior of these systems. Our approach gives managers the tools they need to analyze and re-configure their systems to meet the challenges of today's fast-paced markets.

We have worked extensively with clients to develop new supply chain models in consumer, automotive, apparel, grocery, electronics, and lumber products to name a few. The results of these efforts have been dramatic and lasting. Inventory levels are routinely slashed by 50% or more, with order fill rates and service reaching record levels. These solutions have transformed companies into dominant forces in their markets, enabling them to set rather than follow trends.

Services: Critical Chain Project Management

The ability to manage successful projects has become increasingly important to companies. Whether these involve developing new products, building new facilities, implementing new software, converting old equipment to new or any of the dozens of other strategic projects occupying organizations, each has a very real impact on competitive edge and company profits. Yet most projects suffer from the same array of undesirable effects—delays, cost overruns, long lead times, poor resource management, and high levels of stress.

Critical Chain is a breakthrough in the fundamental way projects are managed. Like the rest of TOC it is based on shifting the focus of efforts away from the individual tasks that comprise a project to the global impact of local actions. Supported by powerful, inexpensive, and easy to use software, Critical Chain is revolutionizing project management. The TOC Center has developed the most effective process for implementing these principles and turning projects into successes. Our unique interactive educational programs and proven expertise guide our clients from concept to results in the shortest possible time.

Services: Systems Thinking Process

Now nearly ten years in a mature form these logical techniques provide robust processes for analyzing problems, addressing them, and carrying out successful implementation. They address three fundamental questions we all face – What to change? To how to cause the change? These processes are taught in all types of organizations enabling people to:

- Identify the underlying core problems so they can treat the causes, not the symptoms of problems
- Verbalize and resolve troubling conflict situations
- Develop robust solutions while predicting and planning for undesirable side effects
- Expose and overcome the obstacles to change
- Chart and direct the transformation process to keep improvement on track

Services: Throughput Accounting

At the core of most organizations are cost-based accounting systems that focus attention on saving money, rather than making more of it, and obscure the impact of local areas on the global performance of the organization. They drive local actions that sub-optimize organizations often at the expense of company growth and profits. Throughput Accounting fills this massive void, transferring the focus to its proper locations, increasing company sales and profits. It enables

people in all functions, at all levels of organizations to understand the impact of their actions on global performance.

Our education, tools, and support help companies to re-construct their decision tools and incentives to provide robust models for measurement and driving behavior. Throughput Accounting insures that you are targeting the most profitable markets and products, that your people are acting to increase throughput and your competitive advantage, and that every decision you make will deliver the most handsome return. Contrary to a popular misconception, it does not require a dual set of books or additional effort. In fact in most companies it results in far less effort while providing more meaningful and useful management information.

Services: Functional Education and Support

The TOC Center also has recognized the need for aligning individual functions with the Throughput approach to running organizations. To this end we have developed education programs and tools to help strengthen skill in various organizational areas. These include production, logistics management/scheduling, distribution/supply chain management, finance, sales/marketing, and engineering. Each program is designed to be adaptable to any type of manufacturing or service industry as well as hospitals, the military, government agencies, schools, etc.