

TOC World® 2002

~ a legendary conference ~
November 4-7





EnterpriseDNA

***Creating an Organization
as a Market Offer***

Or

“We’re Just an Injection on Your FRT”

Dave Pickels, President

TOC History: BalSeal Engineering Company

- **Addressing the problems of “typical production environment”**
- **The quest for the “Right Tools”**
- **Introduction to TOC**
- **Our first DBR implementation**
- **Significant Effects: People and Processes**
- **Bottom-Line Effects: Results**

It's Not Just a Production Thing Anymore

- **Predicted Effect: Hit the Wall with Sales**
- **Understanding Sales**
- **Focused Market Offers**
- **Improving Engineering Lead Time**
- **Growth...and Inertia**

Branching Out: Where (Else) Does This Work?

- **“Let’s try a JOB SHOP!”**

- ▶ **Will It Work Here?**

- The Production Floor**

- The Front End**

- The Sales Process**

- ▶ **Well - it works here!**

- **“Let’s try a SERVICE BUSINESS!”**

- ▶ **Will It Work Here?**

- NOT thought of as a “production process”**

- NOT a machine-type CCR**

- NOT at all SYNCHRONIZED!**

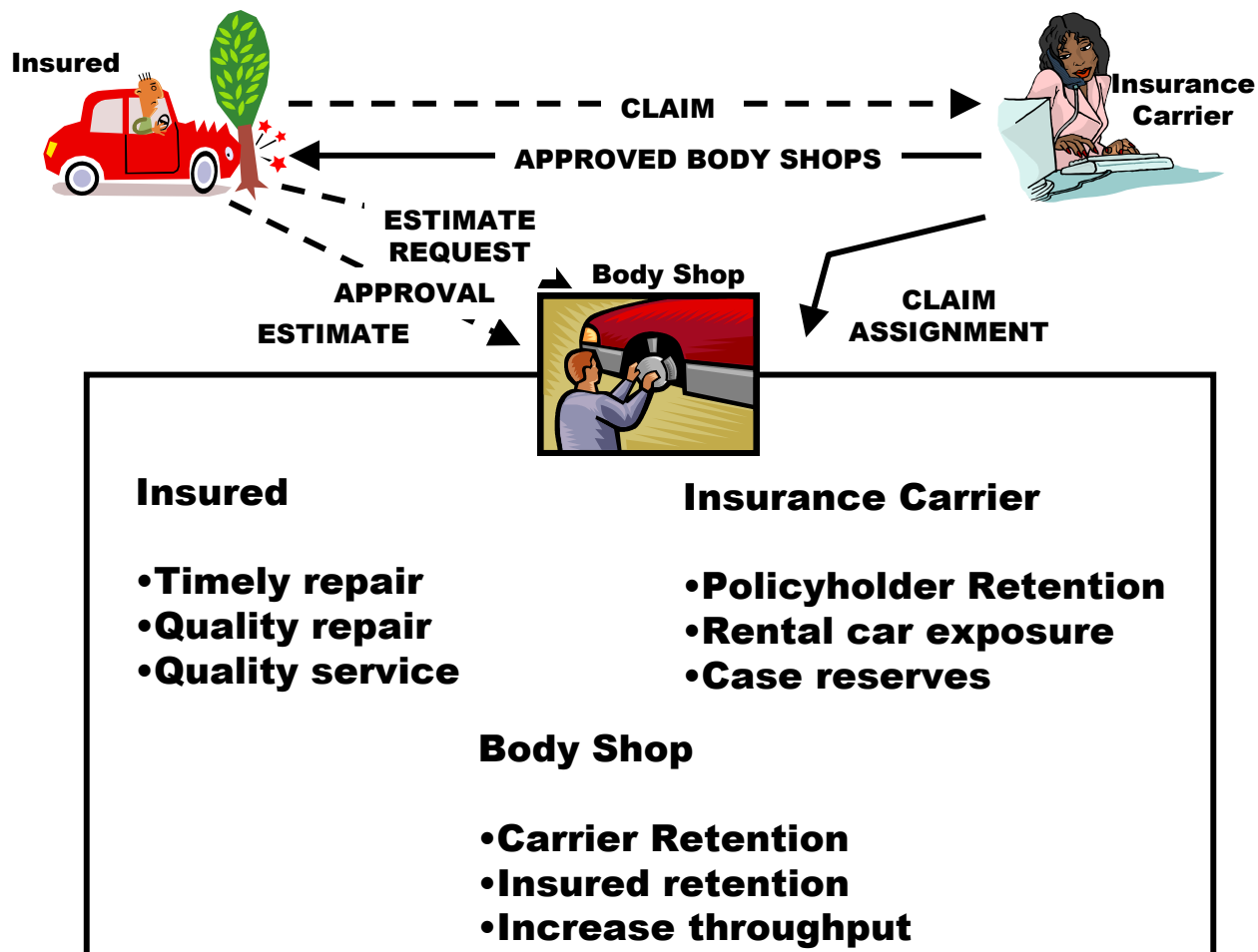
- ▶ **Is There Something More Here?**

...An Industry Niche?

- **A medieval “Production Process”**
- **Implementing DBR in a service organization**
- **Identifying how much capacity can be exploited**
- **Replenishing the “Production Process”**
- **Identifying some critical market problems (UDEs)**
- **Aligning to the market needs**
- **Status / Results**

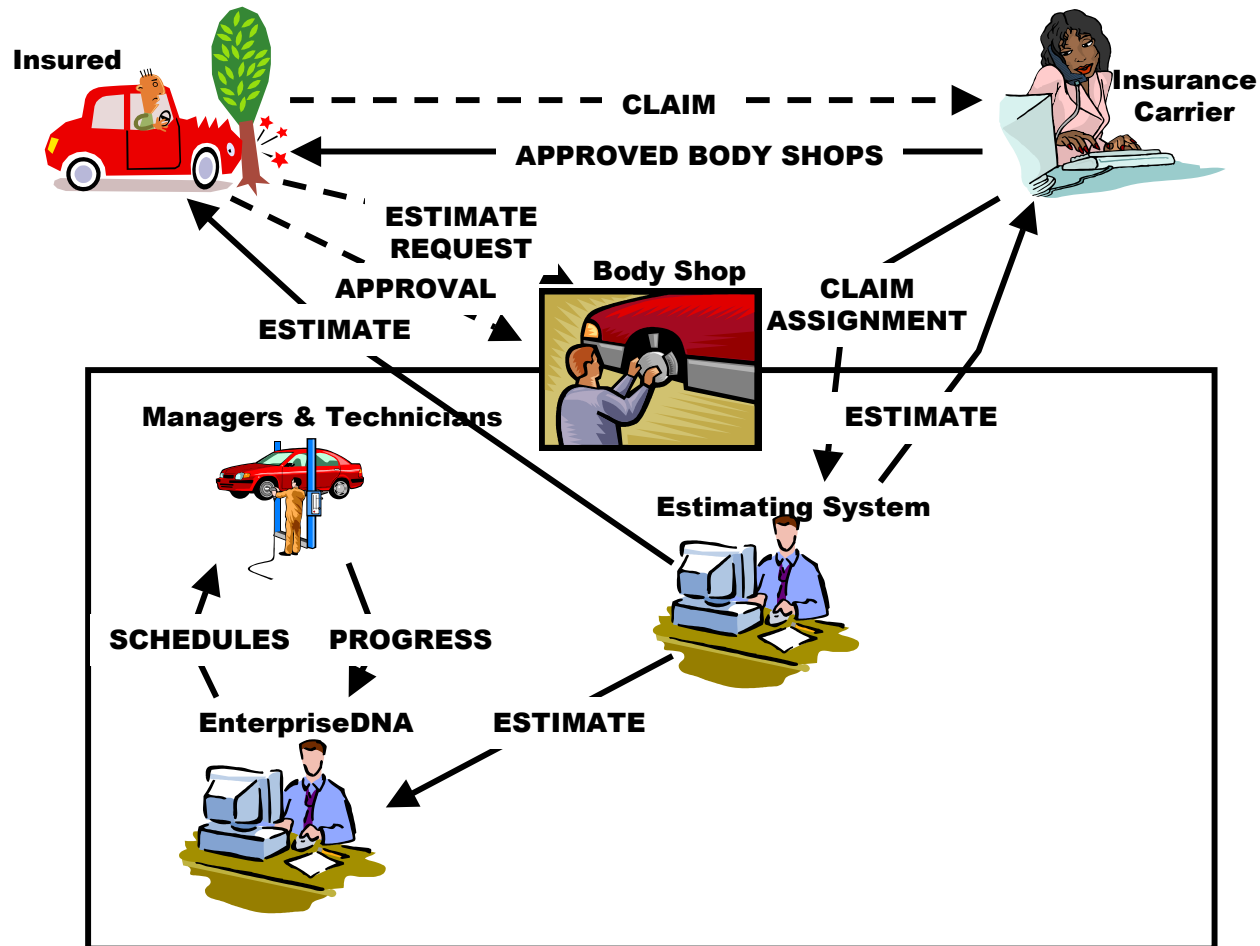
Expanding: Clarifying the Larger Market Needs

- Identifying the key market opportunity
- Quantifying that market opportunity
- Understanding the value of the solution (DEs)



Developing an Offer to Address the Market

- Identifying the appropriate solution
- The markets perceived value of the solution
- Developing and testing the solution



Marketing...to Implementation

- Secured relationships with industry leaders
- Present at industry peer groups
- Joined industry panels

Status / Results

- Secured 9 strategic and tactical engagements
- On target with business plan
- Being received as the industry “game changer”

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