

AGI's TOC World

Educational Sessions

Details about these sessions designed to provide participants with an understanding of the many varied applications of TOC and how to successfully implement them.

Conference Presenters

Find out which TOC experts and companies will be presenting their lessons learned implementing TOC and the results they got.

Hotel & Travel

Details about the conference hotel and related travel and tourism information.

Who should attend? What will you get from spending four days with the world's foremost TOC experts?



JEMBA Symposium

This track offers the full body of TOC knowledge and sufficient materials to teach the TOC logistic solutions to universities, corporate universities, corporations with university partnerships, and companies with learning centers.

Featured Conference Activities

Information on the TOC World 2000 Welcome Reception, specialized working sessions for industry-specific groups, and the latest on the keynote presentations.

About AGI & TOC

Who is AGI and what companies have successfully applied TOC through their partnership with AGI's international network of experts and practitioners.

Registration & Pricing

Detailed pricing and registration information for TOC World 2000.



AGI's TOC World 2000

Why should I attend TOC World 2000?

If you are considering embracing/deploying a corporate, business, or operational strategy that is based on leveraging your organizations capabilities, AGI's **TOC World** is a must! In order to make this strategic change the company must move away from a perspective of traditional management based on action, measurements, and incentives centered on local efficiency, local optimization, and standard unit cost. A Theory of Constraints Company must create a system and culture based on global optimization centered around the identification of the leverage points inside the organization which determined the systems output, i.e. the constraints. Existing strategies and future actions must align to maximize global return on investment. This requires a major change in culture and thinking. Find out how other companies have successfully made this change, and what you need to do to put your organization on this path.

What additional benefits will I receive?

- AGI Certified Educational Sessions
- The latest information from TOC Experts and Practitioners
- Unparalleled networking opportunities

How will the conference objectives be achieved?

- TOC practitioner presentations
- 3-hour educational sessions
- Keynote presentations
- Specialized workshops for specific industry groups
- A strong networking atmosphere, and
- Opportunities to meet and interact with TOC experts and actual clients that have achieved their goals through the Theory of Constraints and are in a position to help YOU achieve yours.

Who should attend this conference?

Senior executives, including presidents, CEOs COOs, CFOs, CIOs...vice presidents, directors, and managers of finance, MIS, HR, planning and corporate development, operations and administration, manufacturing, marketing, and sales. And anyone with an interest in learning more about TOC and how it can help your organization.



Educational Sessions

These 3-hour sessions are designed to provide an understanding of the many varied applications of the Theory of Constraints (TOC). Each session is comprised of three parts:

1. ***What to Change?*** Exposing the current prevailing assumptions that block us from achieving significant and sustainable improvements in their respective subject matters.
2. ***What to Change to?*** Presenting the generic TOC solution that challenges those limiting assumptions, and provides a framework and process to develop a holistic, customized solution tailored to an organization's unique operational and competitive environment.
3. ***How to Cause the Change?*** Detailing the process for building across-the-board consensus and the active collaboration needed to implement the cultural and operational changes required by the solution, and to realize significant and sustainable bottom-line results.

Although these 3-hour sessions run simultaneously with other conference activities, each will be presented at least twice throughout **TOC World 2000**. We hope this will provide you the flexibility needed to design a conference schedule that suits your specific needs.

No pre-registration is required for these sessions.

Overview of TOC

Sales & Buy-In

**Decision Making -
Finance & Measurements**

Deciding on TOC

**Supply Chain
Management**

Conflict Resolution

Strategy to Tactics

Production

Constructive Criticism

Marketing

Project Management

Team Building



Educational Session Descriptions

Conflict Resolution

"Joe won't work with Phil, and the job isn't getting done"

How to Resolve Personnel Conflicts with the Theory of Constraints

Do you feel that people are our real assets, and yet human relationships can cause a major roadblock to management's quest for continuous improvement?

Do you feel that your day is filled with endless fights between departments? Does your sales department fight your production department, who hasn't delivered what they've promised, on time and in full?

Does everybody blame top management for not setting an example, and being nonsupportive of initiatives?

Do you find that problems usually start with simple conflicts between individuals who represent different views and interests, and that when simple conflicts are not resolved, they deteriorate to chronic conflicts that create major stumbling blocks to progress?

If you've ever felt this way, then this is a workshop you should experience! The TOC methodology will help you understand conflicts between individuals and provide a way out - laying the foundation for the concept of win-win.

The session will cover the three aspects of change - the problem, the breakthrough solution and some of the practicalities of making it happen. The

participants will have the opportunity to check the process on a simple conflict from their reality (work, home or environment).

Constructive Criticism

"I have a great idea, but I'm afraid to suggest it"

Overcoming Constructive Criticism with the Theory of Constraints

In this workshop, participants will learn how to identify and overcome the dreaded negative side effects -- perceived or real, which so often derails great new ideas. Far too often great ideas never have the opportunity to prove themselves, because of the resistance they create when presented.

Using actual case studies, and their own hands-on experience, this workshop enables participants to understand the fears that are often associated with implementing new ideas. Participants will develop the necessary steps to prevent their fears from becoming realized, without undercutting the power of their new ideas.

Deciding on TOC

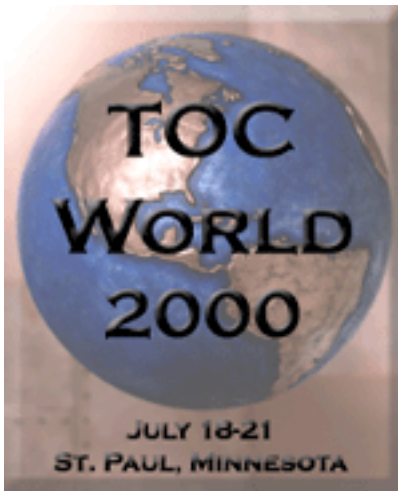
What to change? What is the core problem? Every executive is convinced that the only prudent way to manage an organization is to never lose sight

of the global picture. Unfortunately, almost all executives are also convinced that this is the way they are currently managing their organizations. The first hour of this presentation is devoted to not only confirm that this is not the case, but to clearly demonstrate the erroneous beliefs that block executives from managing according to their intuition.

What to change to? What is the solution? Everyone who has come across TOC is aware of its foundation of strong logic and common-sense solutions in areas like production, project management and marketing. You may even be familiar with some of these solutions from reading Dr. Goldratt's best-selling books, *The Goal*, *It's Not Luck* and *Critical Chain* or having seen The Goldratt Satellite Program. As this conference has a multitude of educational sessions designed to expand or round out your knowledge of TOC based solutions, this

presentation will focus on the answer to the next and most crucial question!

How to cause the change? In the last 20 years, a tremendous amount of knowledge and experience has been gained from TOC implementations in thousands of organizations. It has been proven that the major obstacles standing in the way of proper implementations have no relation to the type of industry to which an organization belongs, to its economic environment, or even to its size. These major obstacles have one thing in common: they are all human-related obstacles. Identifying these ob-



Educational Session Descriptions, continued

stacles and successfully overcoming each of them is the essence of this presentation. You will obtain a full understanding of how to embark on a smooth and successful implementation of an enterprise-wide management approach.

Decision Making - Finance & Measurements

A Holistic Perspective

Everyone knows that people tend to behave in line with the way they are measured. If we want the decisions and actions taken at a local level to provide a clear, concise bottom line effect, then we need be able to properly bridge between the bottom line measurements (the profit and loss statement and the balance sheet) and the local measurements (efficiencies, pay-back period, product cost, etc.). While Cost Accounting based measurements are often used to bridge this gap, the effects can be devastating when viewed from a holistic perspective. The damage is seldom restricted to just the shop floor - it is even more profound in marketing, sales and engineering. So what is the sensible financial approach, which bridges the gap between the bottom line and the local measurements with regard to decisions dealing with...

- P&L (Valuing Inventory)
- Investing in additional equipment
- Making products/parts in-house vs. Buying Outside

- Supporting process improvement and other quality initiatives
- Pricing products as they move inter-company
- Accepting orders / proposals with varying pricing and delivery expectations
- Staffing the organizations operations, etc, etc.

Success is dependent upon making good decisions.

In this three-hour session we will explore the fundamentals of decision-making in a TOC environment. Using interactive exercises and examples, the participants will discover how the above issues, as well as others, are addressed when an organization is managed from a holistic perspective. See how what are believed to be very complex issues become amazingly straightforward when the proper perspective is the foundation. You may find some surprising answers!

Marketing

***"Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals."* -- American Marketing Association's Definition of Marketing**

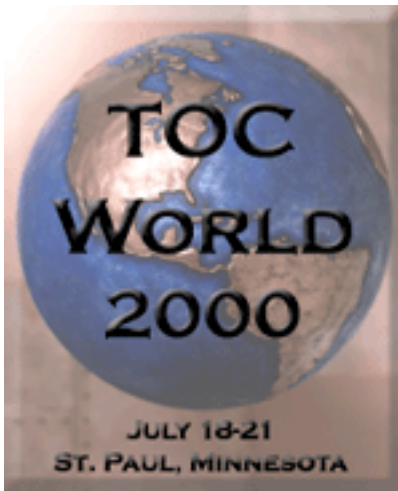
What to change? What is the core

problem that keeps companies from doing a better job marketing?

The key concept in marketing is facilitating exchanges that satisfy the customer's wants and needs while meeting the supplier's goals. In addition to understanding the customer's wants and needs, it is essential that we be able to clearly establish the value of satisfying those wants and needs. On one hand, customers are generally seeking solutions to their problems, they will most likely relate the value that they associate with a product or service to the benefits they expect to get from acquiring that product or service. On the other hand, suppliers are usually more concerned with the efforts they will have to put forth in order to actually provide a product or service and often attempt to value their product or service on the basis of those efforts. It is in fact this conflict between the customer's perception of value, which is based on expected benefits, and the supplier's perception of value, which is based on expected efforts, that marketing must resolve.

What to change to? What is the solution?

Resolving this conflict centers around marketing's ability to increase the customer's perception of value for what the supplier has to offer as a solution. One way of bringing about a change in the customer's perception of value for a product or service is to promote that product or service. While promotions can certainly spark a customer's interest, their overall effectiveness is



Educational Session Descriptions, continued

usually quite limited in that they generally carry some form of price reduction and are easily copied by the competition. This means that marketing must not only endeavor to increase the customer's perception of value for what the supplier has to offer as a solution, but that they must do it in a way that the competitors cannot quickly copy. These kinds of market offers can only be created through innovation, either in technology or in organizational management. Innovations in organizational management generally result from changes in long-standing, industry wide policies, that once changed, enable a significant improvement in the satisfaction of customer wants and needs and the achievement of supplier goals. Not only can changes in supplier policy have a significant effect on the customer's perception of value, but they can also make it much more difficult for the competitors to easily copy.

How to cause the change? How to implement? As one would expect, implementing changes in supplier policies, in order to create a more beneficial solution for the customers puts the burden of change on the supplier rather than the customer. The burden of change can be especially large when innovative market offers require changes in a supplier's policies that are not currently viewed as detrimental, in fact they may even be viewed by some in the organization as being beneficial. While some of the obstacles to change will be technical in nature there will

undoubtedly be those related to getting the buy-in of the organization at various levels and across functions.

During this session you will obtain a full understanding of how to systematically create an innovative business strategy (a high value market offer) that not only embodies the corporate strategy but one that can be also translated into a detailed operational strategy.

Overview of the Theory of Constraints

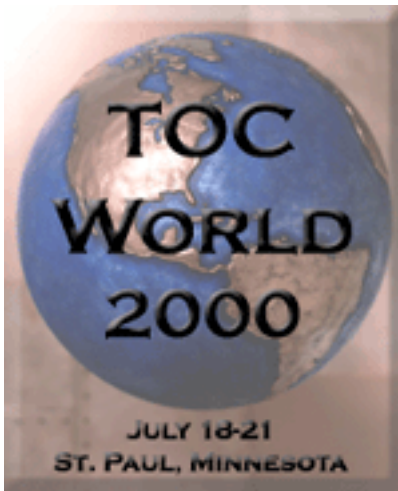
An Introduction to the Theory Of Constraints (TOC) -- the Theory of Constraints, via its five Step focusing process, its Thinking Processes and its proven logistical solutions, provides the framework for a full, cross-functional integration of an organization's capabilities into an Enterprise Wide Solution designed to deliver bottom line (goal and necessary conditions) results by addressing the organization's constraints, thus positioning the organization to become a market leader through providing:

- Fast, Reliable Availability of its Products/ Services, and
- Product/Service offerings that the market acknowledges clearly meet their needs.

The TOC logistical solutions are well defined, proven solutions to manage production, distribution and project

environments, centered on a constraining physical resource or set of resources. When properly applied they provide the template or foundation for an organization to create a customized solution, tailored to fit a specific environment. Implementation of any of the logistical solutions requires an adjustment in what information is collected and how it is used to make decisions around all aspects of investment, staffing, marketing and compensation incentive plans. An additional solution necessary to complement all logistical solutions includes the re-engineering of accounting information used to make management decisions.

The TOC Thinking Processes can be broken into two basic categories, strategic thinking tools and tactical thinking tools. The strategic thinking tools provide the framework for an organization to create breakthrough solutions by identifying and solving the non-physical constraints (policies, measures, beliefs and work practices) that block an organization from improvement or implementation of the logistical solutions. The strategic tools are also used to define the direction of major initiatives, including innovative, high-value market offers and even the direction of the organization itself. The tactical tools are designed to allow the organization to quickly resolve conflict and create solutions in the "day to day" operating environment. They enable a company to effectively address the common causes responsible for the repetitive



Educational Session Descriptions, continued

"fires" that consume so much valuable time. The tools are specifically designed to provide the necessary communication to initiate conflict resolution, empower actions to subordinate to and exploit the constraining resources, identify resource contention across functions and align and focus improvements. They are extremely powerful when used in combination with the logistical solutions and a key component to creating a new culture centered on "win-win" conflict resolution and problem solving.

Production

An Introduction to Production the Theory of Constraints Way

Whether you are involved in a manufacturing, collection or assembly industry, or in the service or paper flow industries, this 3-Hour Production program will bring new insights to those involved in repetitive production activities.

For those unfamiliar with TOC's production solution, this session describes one element of TOC's holistic approach to managing an organization.

What to change? What's wrong with the system?

- A clearer understanding of common production problems and why they exist.
- Typical production beliefs and why they're incorrect.
- Efficiencies and batches, good or

bad?

What to change to? What will right the ship and not cause new devastating problems?

- The simplicity of the generic TOC solution, called Drum-Buffer-Rope and Buffer Management.
- How it enables us to manage without worrying about every bit of down time.
- Its ability to separate the critical few from the important many.
- The safety nets to ensure the solution isn't worse than the disease.

How to cause the change? How do we convince others to commit to our vision?

- Resistance to change
- The ways resistance presents itself.
- How to overcome it, thereby enabling implementation.
- Technical issues and how they're handled.

For those already familiar with DBR and Buffer Management, come and learn the new approach to implementation!

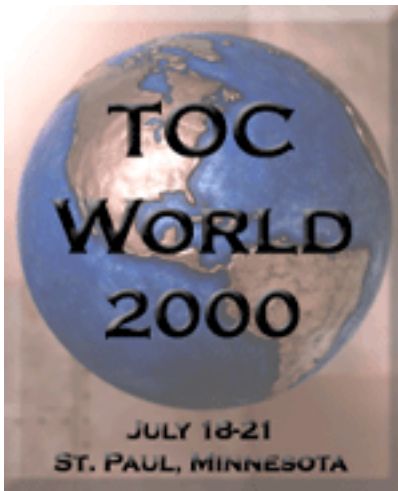
Project Management

An Introduction to Project Management the TOC Way

From the beginning of time, orga-

nizations have struggled with bringing projects in on time, within budget and with full content. In the 1950's, the Critical Path and PERT Methodology created a breakthrough in project performance in delivering sorely needed Cold War technologies. As they translated to the business world, organizations began to make strides in project performance. The development of software technology for scheduling and tracking projects aided this effort. But, the internal and global environments weren't standing still. Project content was growing more complex, leading to more complex schedules. The demands for faster delivery of these more complex projects seemed to be on an exponential curve. Thus, today, we find ourselves with some of the same difficulties of the early project managers, in spite of the benefits of PERT/CPM and software: *How to bring this project and every other project in on time, within budget, and with full content?*

This stimulating three hour workshop introduces you in detail to the break out solution of Project Management the TOC Way for Multi-Project Environments. Based on analysis modified through many successful implementations, this workshop picks up where the book Critical Chain ends - what to do in the Multi-Project environment. By briefly exploring the root causes driving today's problems and showing their impact on the problems project managers and organizations have today through computer simula-



Educational Session Descriptions, continued

tion; the participant begins to see the direction their project or organization must address to achieve break out performance. The participant then goes more in depth to the solution for the root causes, again exploring how each part of the solution assists in improving performance significantly. This session includes a hands on multi-project scheduling exercise as a basis for reviewing the robustness of the solution for gaining more effective utilization of existing resource capability. The participant is then taken through the most important element of success - how to implement a logistical and cultural change quickly in their organization through a Six Phased approach that addresses proactively the ever present obstacle of resistance to change. The session ends with answering the most important question of how does an organization capitalize on this success to leverage its market and not let other parts of the organization constrain its success.

Sales & Buy-In

Getting Rid of the "Yes....But...." responses to your sales efforts The TOC application for Sales and Buy-In

Whether you interface more with the world outside of your organization or you are more involved with internal operations, the need to achieve buy-in

is critical for success. Most of us have experienced the frustration of putting forth a great idea and, despite our best personal efforts, been unable to somehow convince necessary parties to join in.

By utilizing TOC, it is possible to structure and follow a buy-in process that is both intuitive and effective. This structure fundamentally follows the manner by which people tend to evaluate new thoughts or ideas. Its use is equally valuable whether the objective is to achieve sales to outside clients or buy-in from internal associates.

This three-hour session will explain the process. Using real examples and participant interaction, attendees will see how the TOC application to Sales and Buy-In may be used to help individuals and organizations progress in their sales efforts.

Strategy to Tactics

If you're at all familiar with the Theory of Constraints (TOC), you know that for an organization to effectively and efficiently achieve its goal now and in the future, all of its parts must be aligned and working in synchrony towards the organization's goal - from the boardroom to the frontlines. The question is "how do we do it?!"

Organizations know from experience that planning - whether you're talking about corporate strategic planning, business planning, or operations

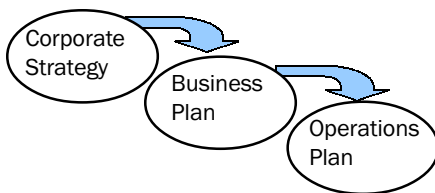
planning - cannot be done in isolation. We've seen the failure of the corporate visions, missions and strategies that were "hurled over the wall" for the rest of the organization to "make happen, or else...!" We've struggled and fought to meet the marketing and sales plans that were derived from statistics, forecasting or some commitment to the corporate's expected growth rate rather than plans founded on solid logic of how to dramatically increase the markets' perception of value for our offerings. And we'll never see the results promised by the operational plans built by each department going off by itself to determine just how it's going to improve its local productivity and costs in isolation. As long as our planning fails to acknowledge the interconnectedness of all its parts in a single system, we will never get the results we want... or promise.

In an ideal world, how should an organization plan? The executive team would develop a corporate strategy that would chart the course the organization will take to ensure its future success. Marketing would then translate the corporate strategy into a business plan that identifies the specific markets that the organization will go after and what those markets' deep, unmet needs are. From those needs, marketing would then craft offerings that are undeniably valuable in the eyes of the market. Finally, the business plan and offerings provide the necessary input to develop an operations plan that would enable the organization to deliver what's offered to the customer,



Educational Session Descriptions, continued

when the customer wants it. In general, the planning process would resemble a waterfall, beginning with the global perspective and objectives and trickling down throughout the organization until those at the front lines have determined what procedures and actions they will employ to fulfill their unique and specific function in the organization.



Although strategies would be planned top down, how are they implemented? From the bottom up, beginning with the operations plan. The objectives of the strategic plan are met when the tactics of the operations and business plans are fully in effect in reality.

In this session we will demonstrate how the TOC Thinking Processes can be used to take an organization from the concept of its vision and mission, through the strategic, business and operational planning processes, all the way down to the tactical actions to be taken on the "frontlines." By incorporating TOC's Six Phases of Consensus into each step of the waterfall planning process, consensus, active collaboration and a mindset of ongoing improvement permeates the culture of the organization.

Supply Chain Management

Improving the Performance of the Supply Chain with the Theory of Constraints

The Theory of Constraints is based on the assumption that every organization has a constraint, something that prevents the organization from doing better, or moving closer to its goal.

Organizations can also be viewed as a chain, with the links described as the dependencies of the various departments or functions in converting raw material into finished goods. In a more global sense, the supply chain can be portrayed as a chain with the links described as supplier, manufacturer, regional warehouse, distributor, retailer and the customer. This workshop illustrates and logically shows how the strategic and tactical solutions, developed by AGI, can be applied to resolve virtually any constraints that are prohibiting enhanced performance with the chain.

The five steps of Constraint Management are derived to show how logistical constraints related to flow can be vigorously addressed and resolved. This workshop will show how these five steps are inherent in the Production and Project Management tactical solutions.

Eventually it becomes clear how the identity of constraints change from physical to non-physical, from internal to external. In the chain example,

the constraints "moved" from one link to another, from physical to the non-physical (invisible) constraints of rules, policies, training and measurements. In this case, the five steps of Constraint Management can no longer be applied. In fact, two of the steps are no longer relevant.

A thinking process to address the three remaining steps has been developed which manifests itself into five powerful techniques that can identify and resolve the invisible constraints of an organization. Specific examples relative to Sales and Marketing, Distribution, Human Behavior and Measurements are presented to demonstrate the applicability of these techniques.

This session concludes by showing that the concepts behind the Theory of Constraints, together with the strategic and tactical solutions developed by AGI, can provide a solid foundation that can be used for effective decision making throughout the organization and enhance the performance of the supply chain.

Team Building

"From now on, I want to be on a winning team!"

The Theory of Constraints application for Team Building

The demands upon us are constantly increasing, tasks become more complex, and timing and coordination become



Educational Session Descriptions, continued

more and more important. The only way to really be successful is through collaboration -- through successful team efforts.

Sometimes we wish we could freely choose the members of the team, but this is not usually the case. People are selected for the team based on their expertise and availability and are pulled from the same, relatively small, pools of resources. Therefore they usually bring with them their preconceived opinions about each other and their private agendas.

This workshop will enhance your ability to convert a group, which is supposed to be a team, into a motivated close-knit crew, operating with a clear strategy and organized tactics!



Featured Conference Activities

At AGI's TOC World 2000 you will find activities and sessions designed to appeal to a variety of industry groups and management levels. Each activity takes the audience into account in its design and structure to provide useful, pertinent information on both the organizational and individual level.

**Keynote
Speakers**

**Executives-Only
Breakfast**

**TP Recertification -
*Jonahs Only***

**Welcome
Reception**

**Industry
Roundtables**

**Spouse/Significant
Other/Youth Program**

**Defense Industry
Summit**

**Q&A with
Eli Goldratt**

**APICS
Bookstore**

**Executive
Panel**



Featured Conference Activities Descriptions

Keynote Speakers

Dr. Eli Goldratt

Dr. Goldratt's Theory of Constraints (TOC) is used by thousands of companies around the world. His work as a best-selling author, educator and business pioneer has resulted in the introduction of TOC into many facets of American and international business. Dr. Goldratt will share his latest work, and the subject of his new book..

Necessary, But Not Sufficient: From MRP to E-Business

In today's dot com frenzied environment, we must constantly ask if we need new technology, what technology, and when, if our organization is to succeed and grow. Caution is required, however. Our experience has proven time and again that new technology alone is far from sufficient to yield bottom line results from our IT investments. Dr. Goldratt will review the role and contribution of computer technology to organizations from a holistic TOC perspective, providing insight on how to make IT investments pay off. You will be challenged to examine and reassess your business practices with this fresh perspective.

If you've ever seen Dr. Goldratt present, you know to expect *anything but* a summary of his book. He's sure to rant, rave, surprise, inspire and educate his audience all at once.

Welcome Reception

Unwind after the first day of the conference and get to know your fellow attendees! Join us for complimentary cocktails and hors d'oeuvres and the opportunity to network with others from the conference.

TP Recertification - Jonahs Only

Jonahs: In the early 90s, hooking up to and communicating over the Internet was reserved for brave technical innovators with considerable patience and a strong tolerance for frustration and "hardness of use." During the middle 90s, the base technology became easier to use, rapidly expanding through the population of early adopters. By the turn of the century, Internet use was pervasive among the world population, claiming broad base support from the ranks of the very young to the very old. A multi-billion dollar e-commerce industry enjoyed unprecedented and explosive growth.

On a slightly smaller scale, the TOC Thinking Processes have gone through an amazingly parallel evolution. Jonahs from the early 90s - the brave (and sometimes not so patient) innovators - did experience considerable frustration at early TP "hardness of use." Things got easier during the middle 90s as increasingly more was learned about how much rigor was "good enough." By the turn of the century,

the 3 Cloud Approach had replaced "diving down into the unknown" in search of a Core Problem, a multi-pass construction method dramatically sped up the process for creating Current and Future Reality Trees, and the specific identification of policies, measurements, and behaviors provided a much more powerful basis for successful change.



Featured Conference Activities Descriptions, continued

These breakthroughs and many more have made the TP easier, faster, and more powerful to use. Life has never been easier for first time users or for Jonahs who need to use the full TP roadmap in a group setting.

If it has been over two years since you took a good, hard look at the TOC Thinking Processes; if you want to refresh your basic understanding of the TP; if you want "hands-on" experience with the new ease of use; or, if you want to learn important tips on how to use the TP in a group setting, this interactive session is definitely for you!

Preregistration is required for this session.

Executive-Only Breakfast

An invitation-only event designed exclusively for corporate Presidents and CEOs! Join the Worldwide Partners of AGI for a special question and answer session over breakfast. Qualified attendees will be notified upon receipt of registration.

Industry Roundtables

Get the most out of every hour of this conference! Join other conference attendees during lunch for a casual discussion on activities in your specific industry. No pre-registration necessary, simply look for designated tables in the dining room.

Spouse/Significant Other/Youth Program

July 19-20, 2000

In this two-day workshop we will work on real life decisions. We will learn a process that enables us to become more aware of our un verbalized thoughts and as such reveals new actions we can take to bring about better results. In the process, we will see the relationship between mind and emotion and how they can complement each other to form one clear voice. We will see how we, ourselves, are the best textbook for improving our security and satisfaction in life.

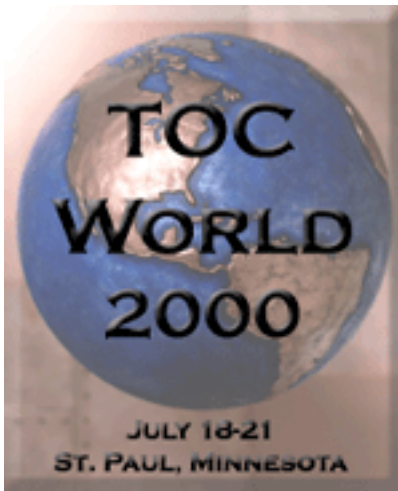
This program is available only to the immediate family of Jonahs trained by AGI and those who have completed our 2-, 3-, and 4-week licensing and other technical training programs.

Preregistration is required for this session.

Q&A with Eli Goldratt

Join us for this intimate session, as Dr. Goldratt answers YOUR questions regarding the Theory of Constraints. Don't miss out on this rare opportunity!

Limited to 100 people - Preregistration is required for this session.



Featured Conference Activities Descriptions, continued

Senior Level Summit on Defense Industry Issues

July 18, 2000

By Invitation Only

Keynote: Dr. Sheila Widnall, MIT Professor and former Secretary of the Air Force

An entire day devoted to discussions of increasing total life-cycle value, reducing acquisition cycle time, and increasing the flow of the logistics tail supporting operations. Following TOC World presentations by the Israeli Air Force (modernization, logistics management), and the Air Force Operational Test and Evaluation Center (scope, cost, elements of strategic planning) contractors, testers, policy makers, and TOC practitioners in the acquisitions and logistics communities will reconvene in a private setting where they will have the opportunity to network, discuss, and learn from each other face to face. Help shape policy and trends in the defense industry by discussing important issues in front of those that can affect policy and trends. Share the experience of BAE Systems (project management, strategic implications).

Summit Schedule and Events

Summit objectives, deliverables, success criteria over lunch (12:30 - 2:00)

Panel Discussion (2:00 - 3:30), Panel Moderator: Dee Jacob, Partner

Coffee and Tea

Presentation by BAE Systems (4:00 - 5:00)

Panel Wrap-up (5:00 to 5:15)

Keynote address by Dr. Sheila Widnall (5:15 - 6:00)

Summit Reception (6:00 - 7:30)

Executive Panel - Moderated by Eli Goldratt

July 18, 2000 - 4:00pm to 5:30pm

Hear executives from leading organizations discuss the role TOC plays in developing and deploying strategy at a corporate, business, and operational level. The TOC World 2000 conference attendees will be the audience for this panel discussion.

APICS Bookstore

The American Production and Inventory Control Society (APICS) will be featuring a wide array of TOC-related books and merchandise. Make your purchases at the conference and save on shipping costs!



Conference Presenters

AGI is proud to feature at TOC World 2000 eight presentations from companies from around the globe that have used TOC to significantly improve the way they do business and seek to establish their place among the best in their industries worldwide. These presentations will include:

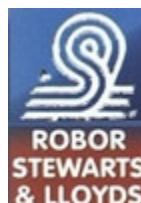
1. A brief introduction to their companies and the position they were in when they turned to TOC,
2. The problems they were experiencing and the impact they had on their bottom line,
3. How they determined What to change? and To what to change?, highlighting the TOC generic solutions and Thinking Processes employed,
4. How they achieved the needed consensus and active collaboration to implement their solution,
5. The results they achieved and what their plans are for continuing their improvement process, and
6. What they would do differently "next time."

These presentations are 90 minutes in length to allow in-depth sharing and learning to occur. Although each presentation will run only once during the conference, video tapes will be available should you miss one or care to share the information with others in your organization.

No pre-registration is required for these sessions.



Night Vision





Presentation Descriptions

Lucent Technologies
Bell Labs innovations



Fiber Optic Cable Development Multi-Project Management

Lucent Technologies' Outside Plant Fiber Optic Cable Business Unit designs, develops, manufactures and sells Fiber Optic Cables that are used in an outside environment. Lucent's customers are large telecommunications providers around the world. The largest of these customers continually demand new designs to meet their special circumstances.

At the time of the decision to implement TOC Project Management, Lucent's product realization cycle for Fiber Optic Cable was about the same as its competitors. A major problem was designs based on new materials took a very long time to come to market. And of course, as in many product development organizations, many of the designers were overloaded and multi-tasking on several projects simultaneously.

It was clear that to continue increasing profitability, and reduce the overload on the designers, it was necessary to markedly improve the product development process. This included significantly reducing the product introduction interval.

In this presentation you will hear:

- How Lucent Technologies' Outside Plant Fiber Optic Cable Business Unit created the cultural change necessary to implement TOC Multi Project Management.
- The challenges it had to overcome in order to create a successful implementation and achieve the benefits.
- The benefits achieved with no increase in resources:
- Three times as many projects completed,
- Projects intervals reduced by 50%,
- Significantly improved on time performance



Air Force Operational Test and Evaluation Center Multi-Project Management

Our Budget is Slashed and They are Taking our Manpower!
Air Force Operational Testing and Critical Chain Program Management - This is Not a Drill!!

The Air Force Operational Test and Evaluation Center (AFOTEC) is the premier operational test agency in the world. An integral part of the acquisition process, its mission is to evaluate the operational capabilities and limitations of Air Force and



Presentation Descriptions, continued

joint weapon systems to ensure Americas' warfighters will be successful on tomorrow's battlefield. The center is responsible for managing more than eight hundred personnel assigned to nearly 300 programs spread over twenty eight locations in the continental United States as well as Australia, Alaska and Europe. In the rapidly changing environment of defense acquisitions, AFOTEC is subject to arbitrary reductions in budgets and manpower without a corresponding decrease in workload. Currently, AFOTEC is facing a twenty-five million dollar shortfall in 2002 and a 150 person reduction in the workforce by 2005. Faced with these challenges, AFOTEC has taken a revolutionary step toward success by adopting Critical Chain Program Management.

In this presentation you will:

- Follow the step-by-step process AFOTEC followed to create the cultural and logistical changes necessary to move the entire organization to this new management system.
- Hear how AFOTEC integrated Critical Chain Program Management into its existing management systems, the resulting changes to those systems, and the on-going organizational changes as AFOTEC moves to a philosophy of Constraints Management.
- Have the opportunity to listen to their lessons learned that are invaluable for any organization implementing or



GAINES METZLER KRINER & COMPANY

CPA & Consulting Firms Developing a TOC Service Offering

Boost your offerings of value added services through the Theory of Constraints

Gaines Metzler Kriner & Company is a full service accounting and business-consulting firm. It has been serving clients since 1923 and during the past 10 years has seen public perception of compliance services shift toward a commodity status, fueled, in large part, by the emergence of non-CPA firms entering the market.

The firm's partners realized early on that their future and profitability depended on their ability to expand their business consulting services, specifically those services that deliver value quickly.

TOC became the preferred service not only because of its rapid demonstration of value but also because of its potential to create a client-friendly consulting image. Research shows that CPA and consulting firms are constantly challenged to balance growth and investment efforts in their core services while dedicating sufficient resources to properly develop new value-added services.

Consulting firms also are continually challenged to prove their value with the application and implementation of their service offerings. It is challenges such as these that keep these firms operating in a conflict mode, as they struggle to achieve



Presentation Descriptions, continued

their goal of sustainable growth, profitability and success. They also must properly diversify into services that are measurable, in the eyes of their clients, in the value that they bring.

The assumption that must be challenged is that in order to properly diversify into value added services, the firm must divert some of its most needed resources away from maintaining the core services. This diversion of resources can take the form of: a) partners reducing client contact and chargeable time in order to develop new skills and new value added service offerings, or b) it can take the form of staff resources being diverted to support the core business during busy season and no longer available to provide continued support to the newly developed value added services, or c) it could take the form of a partner having to possibly sacrifice his/her income in order to develop a niche market, etc.

The good news is that TOC services can be incorporated into a firm's capabilities at its own pace! The risk of investment is kept to a minimum throughout the process by developing measurable value in the eyes of the clients while expanding the firm's pool of skilled resources, thus enabling revenues to be generated while skills are being built.

GAINES METZLER KRINER & COMPANY has developed a "TOC Based Value Added Service Offering" that enables CPA and/or consulting firms to successfully incorporate TOC into the firm's offering of value added services.

Rocco Surace, partner with Gaines Metzler Kriner & Company, will present this service offering at TOC World on Thursday, July 20. His presentation will highlight:

- What is involved in becoming A CPA-TOC Firm?
- What types of opportunities exist for CPA Employees?
- What types of opportunities exist for CPA Customers?
- What types of opportunities exist for CPA Firms?



The downfall of an economy, and the re-birth of a company - How Iskra Mehanizmi survived as a company in Slovenia

In March, 1993, the Iskra Mehanizmi company was not in great shape – to say the least! The 242-employee company was about to become embroiled in an enormous change, teetering on the edge of both social and economic uproar.

Iskra Mehanizmi, until that time, was a company under the umbrella of ISKRA, the biggest company in Slovenia and one of the biggest companies in the former Yugoslavia. ISKRA, with its own 35,000 employees, was the largest producer of electro-mechanical products, and had a captive market in Yugoslavia and Russia. Company ownership was difficult to determine, as they still fell under the auspices of communism, which theoretically meant that the factories belonged to “the people”.



Presentation Descriptions, continued

In 1989, General Slobodan Milosevic of Yugoslavia (later to become President of the Federal Republic of Yugoslavia), banned the purchasing of any Slovenian made products. As a result, — Overnight in fact—Slovenia, and ISKRA, lost 40% of their market, with further losses to come. Just as quickly as they lost their market foothold, it was decided that ISKRA, the parent company, would be dismantled under the government theory of “small is better”. This plan resulted in Iskra Mehanizmi losing all centralized functions and services that they had formally received from the parent company, along with all purchasing, finance and sales departments. They would have to begin anew in order to survive.

In this presentation, you will hear how Iskra Mehanizmi started over from scratch and through the Theory of Constraints:

- Developed and implemented a strategic plan – enabling them to survive in a country where most others went bankrupt.
- Re-establishing and gaining consensus among management, as to what they had to offer the market in this new environment.
- Establishing new business relationships with other conglomerates in their industry
- Used the TOC applications for production, project management, and marketing and sales to improve their bottom-line performance



We used to just distribute steel products, but now we're distributing profits!

Robor Stewarts & Lloyds is a two-year old South African distributor of steel flooring, irrigation equipment, meters, valves, steel plate, fittings, structural tube, cold rolled tube and convenience tube. They have sales in the area of \$65 million per year with 500 employees spread out over 17 locations. They were formed through a merger of two 100-year-old companies and are part of Robor Industrial, and it's parent company, Barlow Ltd.

Robor Stewarts & Lloyd was operating with 12% of the market, in a relatively flat environment, where price wars tend to take precedence over needs based solutions, and customer service is not a high priority. The company's financial director attended one of the Goldratt Satellite Program sessions in May 1999 and have things changed!

Through their implementation of the TOC distribution, marketing & sales solutions, and team building efforts, Robor Stewarts & Lloyds **has had an improvement in their Margin every month since they implemented TOC!**

In this presentation you will find out the steps they followed and how the implementation of the Theory of Constraints methodology worked for Robor Stewarts & Lloyds in:

- Improving employee communication and getting their top 50 people on the same wavelength



Presentation Descriptions, continued

- Creating a sales force that puts the customers needs first – and improving their sales per day by 20%!
- Reducing their inventory to 66% of the planned maximum, with a further reduction in the pipeline!
- Achieving “Buy-in” from suppliers, management personnel, employees and the Board of Directors
- Reducing “Out of stock” situations from 12% to 4%!



Using Critical Chain and Buffer Management to manage projects and pipelines

Seagate is a global leader in the design and manufacture of information storage technology. To compete in the disk drive market, Seagate must deliver ever faster time-to-market across a broad product line while investing nearly \$150 million per year in new product and technology development. At the same time, they must balance long-term capacity planning with the tactical requirements of their highly dynamic project environment.

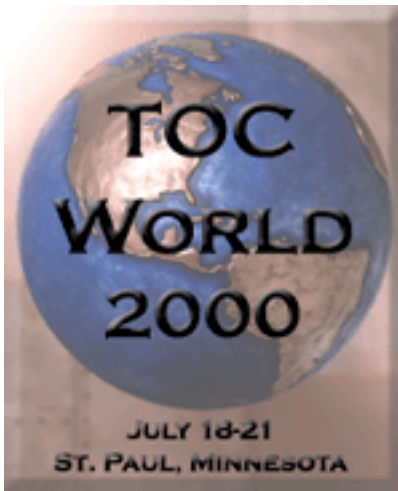
Hear how Seagate utilizes the Critical Chain Multi-Project Management Solution to assist them in the management of their projects and pipeline across multiple design centers.

Specifically, Brent King, Executive Director - Product and Technology Development, will discuss some of the issues faced by Seagate, the needs of their system, the deployment, results and vision for moving forward.

Additionally, Joan Motsinger, Director and Core Team Lead of the first Seagate project to “go live” under Critical Chain, will discuss her experiences, results and insights as a hands on leader and user of the system.

Main points of the presentation will include:

- Critical Chain as a decision support tool for project and resource management
- Critical Chain as a foundation for effective pipeline management - 1, 2, 3- year product, technology, and capacity planning
- Actual experiences of a Critical Chain Project Leader



Presentation Descriptions, continued

BAE SYSTEMS

BAE SYSTEMS Flight Simulation and Training (formerly Reflectone), part of the world's second largest defense company, is a project-centric organization that designs and develops high fidelity simulators and training devices for the military and civil markets. They are in their second year of implementing the Critical Chain Multi-Project Solution of the Theory of Constraints. When BAE SYSTEMS started, they had great difficulty delivering consistently on their schedule and cost commitments to customers. In many instances, their struggles began in the proposal phase of a program and continued to mount throughout program execution.

In this presentation, BAE SYSTEMS will take you through their continuing journey that has delivered tangible benefits:

- More reliable information for getting executive management to manage the company;
- Reduction in cycle time, while getting the whole system and culture in control;
- More realistic cost and schedule commitments and a thorough understanding of the variables impacting cost and schedule;
- Significant increases in on-time delivery;
- Better customer relationships, including solidifying a new contract with a previously unhappy customer;
- Increased profitability on current and new projects (where before many projects were unprofitable);
- Synchronization of manufacturing, purchasing, engineering, test and program management.

BAE SYSTEMS multi-project journey has required a major cultural shift in the organization. They will discuss the keys to creating a pull system for this change that drives a rapidly increasing cultural shift, which sets the stage for even better results. They will share their criteria for assessing the degree of institutionalization and highlight their results to date. BAE SYSTEMS will also share some specific customer examples as they take you inside a real-world evolution of implementing this comprehensive solution.



Implementation of the TOC Production Solution in a very large organization

GM Powertrain has operating and coordinating responsibility for 37 sites in 13 countries. These plants, engineering and testing facilities employ more than 76,000 people. While GM Powertrain primarily makes products for GM cars and trucks, it also sells engines, transmissions, castings and components to many other automotive, marine and industrial customers.

In the mid-1990s, the worldwide automotive market went into overdrive. Faced with a surge in demand for its products, GM Powertrain embarked on a number of new initiatives to meet the volume and mix requirements of its customers. Improving



Presentation Descriptions, continued

throughput became a major area of focus. TOC and Japanese manufacturing systems were to be used extensively to provide results.

Two employees were assigned on a full time basis to provide TOC support to the organization. Many facilities have achieved significant improvements through the use of TOC principles.

In this presentation you will:

- Hear how TOC was integrated into the organization;
- Find out what trade-offs were made to get things started;
- Hear manufacturing executives talk about their plant results;
- Find out what tools are being used to expand TOC knowledge and implementation;
- Get a sense of the opportunities lying ahead.



The TOC Compass at 3M Brazil – Pointing North to Success

3M Brazil celebrated its 50th Anniversary in 1996. One of 3M's most successful international companies, 3M Brazil has 3,100 employees and three manufacturing plants that produce some 860 products.

3M Brazil's product lines include Scotch-Brite™ Cleaning Materials, Scotchgard™ Fabric Protectors, respiratory devices, Post-it Notes[®] and 3M™ Nomad™ Floor Matting.

In the past, product offerings and business opportunities were limited, in part, by Brazil's trade policies. The liberalization of those policies and a strong Brazilian economy are providing enormous opportunities for 3M Brazil.

3M Brazil relies strongly on their Sales and Operational Plan (SOP) to reach agreement across their various business interests and as a forecasting tool for Operations

3M Brazil's presentation will reveal:

- How 3M Brazil successfully applies the Theory of Constraints to their Sales and Operational Plan (SOP) to define their ideal sales mix in terms of addressing the market, the impact on production, and to evaluate the impact on their bottom line.
- How 3M Brazil incorporated a fast, reliable software system to support their TOC-based Sales and Operational Plan.



Presentation Descriptions, continued

Night Vision



A successful marketing journey from the defense market to the weekend fisherman!

ITT Night Vision is a division of ITT Industries, a global engineering and manufacturing company. The Night Vision Division's business is presently based on one key technology: image intensification. A process whereby small particles of non-visible light in the night sky are greatly intensified to a level at which the human eye can detect and identify images not otherwise seen (i.e., "see in the dark").

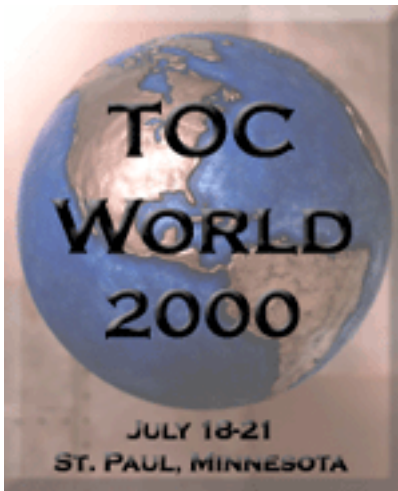
When the U.S. Army changed its fighting doctrine to "engage the enemy at night", ITT Night Vision became a major player in the defense industry. Key managers were trained at The Goldratt Institute in the Theory of Constraints and the effort was launched at the factory during the mid 80's. ITT has scheduled the production system by managing the factory constraint for nearly 15 years now! This expansion effort appeared to be at an end in the early 1990's when a reduction of U.S. Defense spending was imminent. At this time, ITT concluded that commercialization of the military products was needed to utilize a tremendous capital asset that had been put in place.

Capable of producing over 35,000 of these products a year, ITT began to search for commercial markets to keep the factory full. But then the Desert Storm military conflict reshaped the way military powers of the world viewed night vision. ITT was able to secure over \$120M of international contracts requiring another doubling of capacity from 1997 to 1999! It was during this "calm before The Storm" that ITT, a mature user of TOC in the factory, decided to introduce constraint theory to their marketing departments.

ITT Night Vision knew that they couldn't count on the inconsistent military market for longevity, and decided to move ahead with their exploration of alternative markets for their product. What they would encounter along the way would involve changing the total company mindset of how they do business. A drastic change from the strictly defined specifications that the military lived by, to the ever changing wants of the direct consumer.

In this presentation you will understand how ITT Night Vision:

- Underwent a successful and continual factory capacity expansion effort for the last 15 years through the implementation of Theory of Constraints - during political years of pro-defense and anti-defense environments.
- Applied the Theory of Constraints to their marketing departments, and took a product that had been strictly used for military applications, modified it, and opened the doors to the leisure consumer and law enforcement sales markets.
- Realized that their sales approach to the government was drastically different from their sales approach to the commercial consumer market and adapted new consumer testing mechanisms to meet those needs. As a result, they developed a whole new approach to manufacturing procedures, the rapid development cycle, and distribution channels.



Presentation Descriptions, continued

- Successfully applied the Theory of Constraints to their marketing efforts to solve the distribution and pricing concerns they encountered when operating in the commercial consumer market versus the military market - and involved their key suppliers in the solution!
- Built a commercial consumer business that has doubled in sales in the last three years with clear, concise plans to continue growth at that rate or greater!

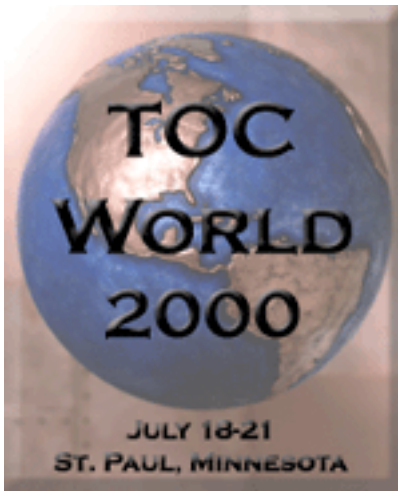


Identifying the Bottleneck in General Motors' Assembly Systems

Founded in 1908, General Motors has grown into the world's largest automotive corporation and full-line vehicle manufacturer. The company employs more than 388,000 people and partners with over 30,000 supplier companies worldwide. As the largest U.S. exporter of cars and trucks, and having manufacturing operations in 50 countries, General Motors has a global presence in more than 200 countries. Along with designing, manufacturing, and marketing of vehicles, General Motors has substantial interests in digital communications, financial and insurance services, locomotives, and heavy-duty automatic transmissions. GM has more than 260 major subsidiaries, joint ventures, and affiliates around the world.

In General Motors North America, TOC concepts are the foundation of the current process that we use to improve throughput in existing automotive assembly plants. Recently, we have started to extend these concepts to designing our new manufacturing processes. In this presentation, you will

- Learn about the problems with bottleneck identification in assembly systems.
- Learn about C-More, a GM internal software tool that finds bottlenecks.
- Learn about the Throughput Improvement Process
- Hear about our bottom line results
- See how we used TOC to rethink our design process
- Learn how we use RONA in manufacturing design
- See how we "design in" bottlenecks
- Be exposed to the Design Game
- See how we collect and use data in both production & design



About AGI & TOC

About AGI

AGI is the birthplace of the Theory of Constraints (TOC). It was founded as an educational institution in 1986 by Dr. Eli Goldratt, author of the bestseller *The Goal, It's Not Luck*, and *Critical Chain*. Today, AGI is home to the world's foremost TOC experts and practitioners, with 14 offices across six continents. AGI is the world's largest consulting firm specializing in the application of TOC to achieve significant bottom-line results in organizations as diverse as industry, services, government, education, military, and healthcare.

What is the Theory of Constraints?

The Theory of Constraints, via its five-step focusing process, its Thinking Processes and its proven logistical solutions, provides the framework for a full, cross-functional integration of an organization's capabilities into an Enterprise Wide Strategy, designed to deliver bottom line (goal and necessary conditions) results. This is achieved by addressing the organization's constraints, thus positioning the organization to become a market leader through providing:

- Fast, reliable availability of its products/services, and
- Product/service offerings that the market acknowledges clearly meet its needs.

Who are AGI's clients?

3M Corporation
 Alcan Cable
 Alcan Rolled Products
 Alderman Pounder Infant
 &Nursery School
 Allied Dunbar Assurance
 Arco Products
 AT&T
 Avery Dennison
 Bal Seal Engineering Co.
 Bedford Reinforced Plastics
 Best Foods of Canada
 Bethlehem Steel - *Sparrows Pt.*
 Better OnLine Solutions
 Biney & Smith (Crayola)
 BMG North America Ltd.
 Boericke & Tafel
 Bonanza Press
 California Prison System
 Cartiva, Inc./Rydell Group
 Carex, Inc.
 Colgate-Palmolive
 Communication Concepts
 Cray Research

Crown International
 Cryovac North America
 D'Agostino Supermarkets
 Decor Cabinets
 DieCast Corporation
 Dolav
 Dupont Engineering
 E.I. Dupont
 EDS
 EG&G/ASA
 Eli Lilly Corporation
 Ellwood City Forge
 Elsas Bailey, Inc.
 Executech, Inc.
 Fairfield Manufacturing
 Ford Electronics Division
 General Electric
 General Motors - Cadillac
 Griffin Legrand
 Harris Corporation
 Harris Semiconductor
 Hi-Term Corporation
 Imperial Oil Ltd.
 Intel Corporation

Israeli Military Intelligence
 Israeli Ministry of Defense
 Israeli Aircraft Wide-Body
 Johnson Controls, Inc.
 Kent Moore Cabinets
 Lockheed Martin
 Lucent Technologies
 M.W. Kellogg Corporation
 Madison-Kipp Corporation
 METEC
 Mills Iron Works
 Mission Foods Co.
 National Semiconductor
 National Standard Co.
 Nortel
 Northwest Airlines
 Oregon Freeze Dry
 Oregon Glass Company
 Orman Grubb Company
 Parr Instrument Company
 Pemco Corporation
 Pratt & Whitney
 Praxair
 Procter & Gamble

RAND
 Rockland Manufacturing
 Rydell Group
 Samsonite
 Saturn Development
 Sonax Acoustics
 Space System - Loral
 Texas Instruments
 Thiokol Corporation
 Tim Voor Kantoor
 Tybin Corporation
 U.S. Navy
 USAF - Air Mobility Command
 USAF - Flight Test Center
 USAF - Logistics
 USAF - Space & Missile
 System Center
 Valmont Industries
 Valspar Corporation
 Warren Featherbone Co.
 Weaver Popcorn Company
 Wendell August Forge
 Western Textile Products
 Weyerhaeuser



Hotel & Travel Information

Saint Paul has been recognized as the most livable city, best place to do business, best place for working women, best place to raise a family, among many other distinctions.



Northwest Airlines, the official airline for TOC World 2000, is pleased to offer discounted airfares to conference attendees. To take advantage of any applicable savings, please call Northwest World Meeting and Incentives reservations at 1-800-328-1111 between 7:30

am and 7:30 pm Central time, Monday through Friday. International travelers should contact their local Northwest/KLM reservations office.



When making reservations, please refer to Worldfile #RBAAQ to receive any available discount. You may also receive these discounts through your travel agent by referring to the above Worldfile number.



The Radisson Hotel St. Paul
11 East Kellogg Boulevard
St. Paul, Minnesota 55101 U.S.A.
Tel: 1-651-292-1900 or 1-800-333-3333

Be sure to mention "Goldratt" to receive the special conference rate of \$119 per night plus tax (single or double occupancy). Deadline to receive preferred rate is June 23, 2000

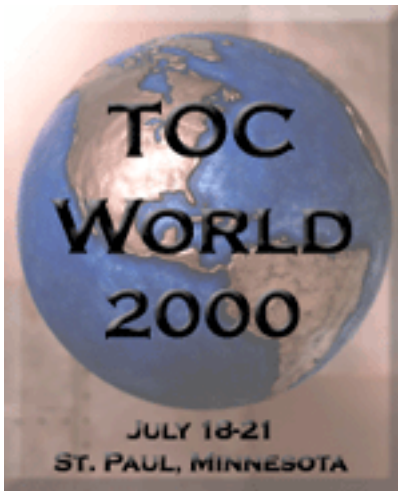
The Radisson Hotel Saint Paul - host to TOC World 2000 - is located in a spectacular setting along the banks of the Mississippi, offering fabulous views of the city and river.

The arts, entertainment, fine restaurants and shopping options are endless, and are linked by their award-winning skyway system that connects the Radisson and the entire downtown. Minnesota is also home to the Mall of America, the largest, fully enclosed retail and family entertainment complex in the United States.

Saint Paul is a city that prides itself on the many wonderful comments it receives about the cleanliness and European charm of its parks and downtown area. And, as many of you may know, Saint Paul is the home of Governor Jesse Ventura, the former professional wrestler!

The hotel is only 15 minutes away from the Minneapolis/St. Paul International Airport. Saint Paul is centrally located in the United States and flight times from most U.S. cities are under three hours. Service is offered to approximately 340 major U.S. cities as well as many direct international flights. The Northwest/KLM alliance has resulted in unequalled service to Minneapolis/St. Paul. Two major interstate highway systems make downtown St. Paul easily accessible by automobile as well.

The hotel itself, in the process of completing a nine-million-dollar renovation, has an indoor heated pool and whirlpool, coffee shop, fitness center, lobby bar and a revolving rooftop restaurant. Each room has computer dataport hookups, irons and ironing boards, hairdryers, and televisions.



Registration & Pricing Information

Fee to attend

\$1600 USD per person

Register and pay by May 18th and RECEIVE \$200 OFF your registration fee!

Multiple registrants save even more!

Register three or more people from the same company and pay just \$1400 per person (must be from same company location to qualify).

Added Bonus: Register and pay by May 18th and take an additional \$100 off each multiple registration!

Special fee for Jonahs!

Jonahs trained by AGI and those who have completed our 2-, 3-, and 4-week licensing and technical training programs pay just \$700 USD per person.

Bring your family!

Spouse/Significant Other/Youth Program - a 2-day workshop (July 19-20) available only to the immediate family of Jonahs trained by AGI and those who have completed our 2-, 3-, and 4-week licensing and technical training programs pay. \$300 USD per person

Registration fee includes Welcome Reception, continental breakfast, lunch, and morning and afternoon breaks.

Cancellation Policy

Cancellations must be submitted in writing and postmarked or faxed to 1-203-624-9607 at least ten business days before the event to receive a refund (minus a \$75 cancellation fee). After this date, no refunds will be given. Refunds will be processed after the event.

In case of cancellation, AGI does not accept responsibility for covering airfare, hotel or costs incurred by registrants.

Program content subject to change without notice.



TOC World 2000 Registration

*Register **online**
or fill out this form and fax it to 1-203-624-9607*

Program

Attendee

Name
Position
Email

How did you hear about TOC World 2000?

Organization Information

Company/Organization
Address
Address
City
State
Zip/Postal Code
Country
Phone
Fax
Industry/Type of Business
of Employees/Company Size

Registration Fee (in US Dollars)

\$1600 per person

\$1400 per person, if registering 3 or more persons
from the same company & same location

Names of others in group (*each must submit own form*)

\$700 - Jonahs trained by AGI and those who have
completed our 2-, 3-, or 4-week licensing or techni-
cal trianing programs

\$300 - Spouse/Significant Other/Youth Program -
limited to immediate family of Jonahs trained by
AGI and those who have completed our 2-, 3-, or 4-
week licensing or technical training programs.

Name of sponsoring Jonah

Method of Payment

Check to be mailed, payable to AGI
PO#
Visa MasterCard Amex
Card Number
Exp. Date
Total Paid

Signature

Special Requirements

Check if you require a vegetarian meal.

If you are disabled and require special services, please
provide a written description of your needs.

To help us serve you better

Please review the following list and choose the three
topics you would be most likely to attend as a workshop
session. *As a paid attendee, you will be free to attend any
of the sessions during the conference. Your selections will
assist in planning room assignments.*

Deciding on TOC

Production

Project Management

Marketing

Conflict Resolution

Team Building

Strategy to Tactics

Supply Chain

Management

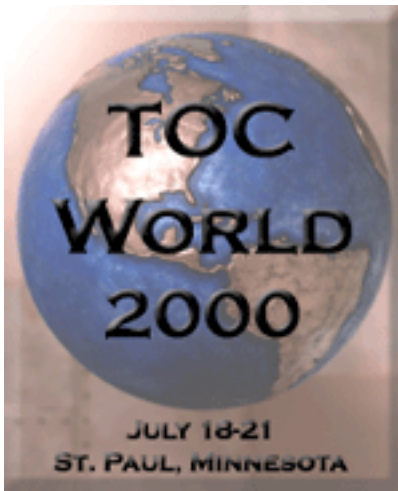
Overview of TOC

Sales & Buy-In

Constructive Criticism

Decision Making -

Finance & Measurements



JEMBA Symposium

A holistic approach to management education in the 21st century...

Who should attend

Administrators and faculty of business and management education. Chief Learning Officers, Chief Knowledge Officers, administrators and faculty of corporate universities and learning centers.

Fee

\$2,000 USD per participant. Individuals may attend. In instances where at least one faculty from each department of business or management is represented, the symposium fee for an administrator (dean, associate dean, assistant dean, program director) is waived.

Academic Jonahs: Please call Steve Simpliciano or Rika Visser at 1-203-624-9026.

Site

Radisson Hotel Saint Paul
11 East Kellogg Boulevard
St. Paul, Minnesota 55101
USA

Hotel Reservations and Rates

Telephone: 1-651-292-1900 or 1-800-333-3333

\$119 per night plus tax (single or double occupancy). Be sure to mention "Goldratt" to receive this special conference rate. Reservations must be made by June 23, 2000 to receive this preferred rate.

Hotel Check-In and Check-Out Times

Pre-Symposium: July 15 (check-in)/July 22 (check-out)

Symposium: July 16 (check-in)/July 22 (check-out)

Discounted Airfares Available

Northwest Airlines is pleased to offer discounted airfares to conference attendees. Please call Northwest World Meeting and Incentives reservations at 1-800-328-1111 between 7:30 am and 7:30 pm Central time, Monday through Friday. International travelers should contact their local Northwest/KLM reservations office.

When making reservations, please refer to Worldfile #RBAAQ to receive this discount. You may also receive these discounts through your travel agent by referring to the above Worldfile number.

Transportation/Location Facts

The Radisson is only ten minutes away from the Minneapolis/St. Paul International Airport

International Attendees

International attendees are responsible for ensuring they have the required documents to enter the United States and for reentry into their country.

For Additional Information

Call our Client Services department at 1-203-624-9026.

View the JEMBA Symposium brochure

Register for the JEMBA Symposium



JEMBA Symposium Registration

Program

Attendee

1 Name
Position
Email

#2 Name
Position
Email

#3 Name
Position
Email

#4 Name
Position
Email

#5 Name
Position
Email

Organization Information

Company
Address
Address
City
State
Zip/Postal Code
Country
Phone
Fax

Registration Fee

Fee to attend the Symposium is \$2000 USD per person. The Pre-Symposium Workshop is \$100 USD per person.

Register me for the JEMBA Symposium only.

Register me for the Pre-Symposium Workshop
AND the JEMBA Symposium

Method of Payment

Check to be mailed, payable to AGI
PO#
Visa
MasterCard
Amex
Card Number
Exp. Date

Total Paid

Signature

Register *online*
or fill out this form and
fax it to 1-203-624-9607

TOC World 2000 - Conference Schedule

| | Sunday | Monday | Tuesday | Wednesday | Thursday | Friday |
|-------------|-------------|--|---|--|--|---|
| 7:00-7:45 | | | Continental Breakfast & Conference Registration | Continental Breakfast & Conference Registration | Continental Breakfast & Conference Registration | Continental Breakfast & Conference Registration |
| 7:45-8:45 | | | | | Executive Breakfast with the Partners of AGI, Q&A (By Invitation Only) | |
| 8:45-9:00 | | | Dale Houle, General Partner Welcoming Remarks | | | |
| 9:00-10:30 | JEMBA Intro | JEMBA | JEMBA | JEMBA | JEMBA | JEMBA |
| | | | Eli Goldratt - Keynote "Necessary but not Sufficient - From MRP to E-Business" | Spouse/SO/Youth Track | Spouse/SO/Youth Track | |
| | | | | Success Story - AFOTEC | Success Story - BAE Systems | Success Story - ITT Nightvision |
| | | | | TP Recertification (cont'd) Jonahs only | Marketing | Deciding on TOC |
| | | | | Supply Chain Management | Production | Strategy to Tactics |
| | | | | Team Building | Decision Making - Finance & Measurements | Marketing |
| | | | | Deciding on TOC | Deciding on TOC | Constructive Criticism |
| | | | | Q&A with Eli Goldratt (Preregistration required) | | |
| 10:30-11:00 | Break | | | | | |
| 11:00-12:30 | JEMBA Intro | JEMBA | JEMBA | JEMBA | JEMBA | JEMBA |
| | | | Success Story - GM | Spouse/SO/Youth Track | Spouse/SO/Youth Track | |
| | | | TP Recertification - Jonahs only | Success Story - Israeli Military | Success Story - 3M Brazil | Success Story - Iskra Mehanizmi |
| | | | Deciding on TOC | TP Recertification (cont'd) Jonahs only | Marketing (cont'd) | Deciding on TOC (cont'd) |
| | | | Decision Making - Finance & Measurements | Supply Chain Management (cont'd) | Production (cont'd) | Strategy to Tactics (cont'd) |
| | | | Project Management | Team Building (cont'd) | Decision Making - Finance & Measurements (cont'd) | Marketing (cont'd) |
| | | | Overview of TOC (Preregistration required) | Deciding on TOC (cont'd) | Deciding on TOC (cont'd) | Constructive Criticism (cont'd) |
| 12:30-2:00 | Lunch | | | | | |
| 2:00-3:30 | JEMBA Intro | JEMBA | JEMBA | JEMBA | JEMBA | JEMBA |
| | | | TP Recertification (cont'd) Jonahs Only | Spouse/SO/Youth Track | Spouse/SO/Youth Track | |
| | | | Success Story - Lucent Technologies | Success Story - Seagate Technologies | Success Story - General Motors Powertrain | |
| | | | Deciding on TOC (cont'd) | Production | Supply Chain Management | |
| | | | Decision Making - Finance & Measurements (cont'd) | Conflict Resolution | Strategy to Tactics | |
| | | | Project Management (cont'd) | Sales & Buy-In | Project Management | |
| | | | Overview of TOC (cont'd) | | Sales & Buy-In | |
| | | Q&A with Eli Goldratt (Preregistration required) | Senior Level Summit on Defense Industry Issues - By invitation only | | | |
| 3:30-4:00 | Break | | | | | |
| 4:00-5:30 | JEMBA Intro | JEMBA | JEMBA | JEMBA | JEMBA | JEMBA |
| | | | Executive Panel - Moderated by Eli Goldratt | Spouse/SO/Youth Track | Spouse/SO/Youth Track | |
| | | | | Success Story - Robor Stewarts & Lloyds | Success Story - Gaines Metzler Kriner & Co | |
| | | | | Production (cont'd) | Supply Chain Management (cont'd) | |
| | | | | Conflict Resolution (cont'd) | Strategy to Tactics (cont'd) | |
| | | | | Sales & Buy-In (cont'd) | Project Management (cont'd) | |
| | | | | | Sales & Buy-In (cont'd) | |
| | | | | Senior Level Summit on Defense Industry Issues - By invitation only (cont'd) | | |