Goldratt Bharat

Time n Cash

MASTERCLASS: UNLOCKING CASH FLOW THROUGH TOC

SEP- OCT 2026 | 5 WEEK PROGRAM

VIRTUAL SESSIONS OVER ZOOM

Facilitator

Ira Gilani
Director
Goldratt Bharat

MASTERCLASS: UNLOCKING CASH FLOW THROUGH TOC

In today's uncertain environment, sustained growth in sales, profit, and cash flow is critical for every organization.

- This masterclass is a comprehensive program designed to empower business leaders with proven tools and strategic insights to identify and manage constraints effectively.
- Join the powerful, hands-on program that equips business leaders with the principles and tools of the Theory of Constraints (TOC) to drive dramatic improvements in performance.
- Companies have used TOC to overcome cash flow challenges, boost throughput, reduce inventories and improve OTIF (On Time In full).

At Goldratt Bharat, our client partners have used TOC to break free from traditional silos, deliver faster results, and drive significant improvements in sales, profit and cash flow.

CLIENTS (PARTIAL LIST)

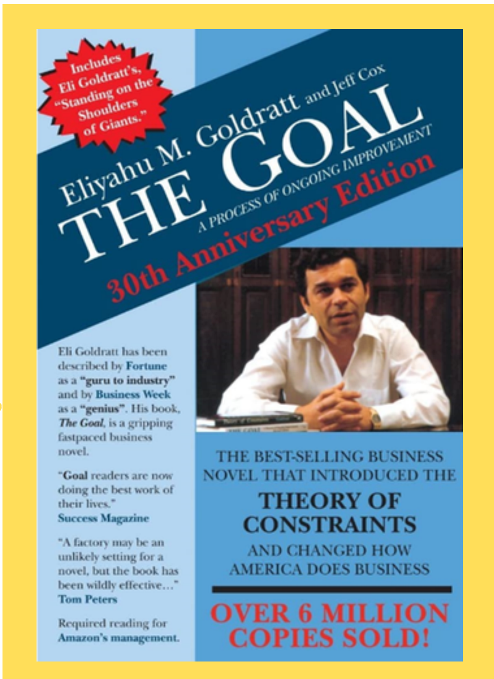
KEY TAKEAWAYS

- Learn the fundamentals of TOC and its applications
- Align the team to the goal of the company and have the right metrics in place
- Types of constraints – supply, orders, operations, cash
- Tangible actions that will help you improve your sales, profit and cash
- Goldratt Bharat's Weekly Review Process to drive corrective actions
- Decision Support Matrix and Pricing Actions

This masterclass is an interactive, hands-on program spanning over 5 modules. The sessions incorporate live examples from participants, ensuring practical takeaways that can be immediately applied to business operations. Participants will receive presentations, templates, and support materials (soft copies) to facilitate ongoing application of the concepts learned.

Whether you're managing a large enterprise or a growing business, if you're facing challenges in delivering consistent results, this masterclass will give you actionable insights to transform your performance.

Learn the principles of Theory of Constraints introduced by Dr. Eli Goldratt in his bestselling business novel THE GOAL



CLIENT SUCCESS STORY

By applying TOC, Jindal Steel achieved a remarkable financial transformation and is considered one of the most successful implementations of TOC worldwide.

“Today, we can proudly say that TOC is the single biggest reason for the turnaround of Jindal Steel.

- **Sales skyrocketed nearly 400%** from approximately Rs. 13,390 crores in 2015-16 to about Rs. 51,680 crores in 2022-23.
- **Operating profits surged 390%** from Rs. 2,441 crores to approximately Rs. 9,538 crores during the same period.
- Through rigorous working capital reduction, net debt plummeted from a peak of **Rs. 46,000 crores to below Rs. 7,000 crores.**

Mr. Naveen Jindal, Chairman, Jindal Steel shares their experience in this short video: https://www.youtube.com/watch?v=zKCCWmINIYw

PROGRAM SCHEDULE

Module 1	TOC Fundamentals (16 September 2026, Wednesday)
Module 2	TOC Applications (23 September 2026, Wednesday)
Module 3	Supply Chain Planning (30 September 2026, Wednesday)
Module 4	TOC for Operations (7 October 2026, Wednesday)
Module 5	Weekly Review Process & Product Mix Decisions (14 October 2026, Wednesday)

Timings: 11 am - 1 pm & 2 pm – 4 pm IST

DURATION	INVESTMENT	WHO SHOULD ATTEND
The training program will be conducted over 5 modules. Each module will be of 4 hours.	INR 70,000 + 18% GST per participant for 5 modules USD 850 per participant (outside India)	Promoters, Owners, CEO/MD, CFO, Business Heads, Supply Chain Heads

Certificates will be provided on completion of program.

Registrations will be confirmed upon receipt of payment.
Register here: **https://forms.gle/QsaN15QMsf33q8Bw8**

Contact us: esha@goldrattbharat.in
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AGENDA

Module 1: TOC Fundamentals

- Goal of the company
- Alignment on the goal of the company and its metrics
- TOC metrics – Throughput, Investment and Operating Expenses (T,I,OE)
- Importance of Free Cash Flow

Module 2: TOC Applications

- Five Focusing Steps
- Constraint Identification
- Examples from case studies
- Constraint as a leverage point

Module 3: Supply Chain Planning

- Discussion on the current constraints and priorities.
- TOC Application for Inventory Reduction
- Reliable Rapid Replenishment
- Managing Finished Goods Inventory

Module 4: TOC for Operations

- How to reduce WIP based on TOC principles
- Importance of Full Kit and guidelines for implementation
- Production scheduling when there is a bottleneck
- Delivery Reliability and its impact on sales and profit

Module 5: Weekly Review Process and Product Mix Decisions

- Key parameters (3-5) to be reviewed on weekly basis
- Concept of Better than Before: 13 week moving average
- Taking product mix decisions to increase throughput and cash flow
- How to prepare your weekly scoreboard

FACILITATOR'S PROFILE

IRA GILANI
DIRECTOR
GOLDRATT BHARAT

Ira Gilani is a management consultant with 21 years of experience across pharmaceuticals, apparel, aerospace, metals, automotive, communications and technology sectors. Prior to her role as Director at Goldratt Bharat, Ira was a Consultant at Accenture Strategy. At Accenture, she worked extensively with Indian as well as global clients. Ira is an MBA from IIFT, New Delhi.

Ira is a TOCICO (Theory of Constraints International Certification Organization) certified expert. She has been trained in TOC Thinking Processes at Goldratt's Odyssey program at Netherlands. She has conducted inhouse workshops at organizations such as Sanofi, Flipkart, NTPC, Tata Group, Airtel, Mahindra & Mahindra, Jindal Steel, Hindustan Zinc, CII, FICCI and many others.

She has also delivered a series of workshops at the prestigious SP Jain Business School as a guest faculty. She regularly engages and conducts knowledge sharing session for industry bodies and students/ alumni of premier institutes such as ISB, IIT, LSR etc.

PAST PARTICIPANTS' FEEDBACK

"Overall Experience was very good. Program was very interactive rather than focusing on presentation/ video. Masterclass helps us in reviewing information better than before through TOC concepts.

Sunil Tangri
Senior Vice President, Vardhman Textiles

Vardhmān

"The session is very informative and helpful.
Way of teaching is also wonderful.

Ranjankumar Goyal
CFO- Smelter, Hindustan Zinc

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"Very relevant to my area of work. Would recommend managers across functions to go through the Masterclass.

Manas Deep
General Manager, Tata Motors

TATA MOTORS

"Provides very simple tool to achieve 4M (Making more and more money) by focusing on throughput, reducing inventories & receivables, regular weekly reviews and take course corrections and appreciating the doers.

Nagendra Yakkaluru
Chief Technology Officer, Lloyds Metals

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